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Programme budget for the biennium 2018–2019

Revised estimates relating to the resident coordinator system under section 1, Overall policymaking, direction and coordination

Report of the Secretary-General

Summary

In its resolution 72/279, the General Assembly endorsed the proposals of the Secretary-General for the repositioning of the United Nations development system around a reinvigorated and independent resident coordinator system. This is a historic opportunity to shift towards a more integrated working model that can better support the achievement of the 2030 Agenda for Sustainable Development, with greater accountability and impartiality. The resident coordinator system needs to be owned by all Member States if resident coordinators are to be the impartial and competent catalysts that the new Agenda requires.

The core capacities of the resident coordinator system will be funded through extrabudgetary contributions and a cost-sharing arrangement among the entities of the United Nations Sustainable Development Group.

The decision of the General Assembly, in paragraph 10 (b) of its resolution 72/279, to double the amount contributed through the United Nations Sustainable Development Group cost-sharing arrangement will amount to $77.5 million of the 2019 costs of the resident coordinator system. The share of the cost-sharing arrangement for entities of the United Nations Secretariat will amount to $13.6 million. In the present report, the Secretary-General requests the Assembly to appropriate the amount of $13.6 million in the form of a grant under section 1, Overall policymaking, direction and coordination, of the programme budget for the biennium 2018–2019, representing the United Nations share of the United Nations Sustainable Development Group cost-sharing arrangement for the year 2019, in accordance with paragraph 10 (b) of resolution 72/279.

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In line with the commitment by the Secretary-General to ensure full transparency around the reinvigorated resident coordinator system, the report also includes an annex with information on the 2019 budget of the resident coordinator system in the total amount of $281 million, inclusive of 1,141 posts and non-post resources. As this new system is operationalized in 2019, the initial framework of expected results will be further developed, in cooperation with the United Nations Sustainable Development Group, on the basis of lessons learned from the implementation of this historic reform.

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I. Background

1. The resident coordinator system was established through General Assembly resolution 32/197 of 20 December 1977. It has been reaffirmed and increasingly strengthened through a series of resolutions by the General Assembly and the Economic and Social Council.

2. The resident coordinator system is the cornerstone of a coherent and well-coordinated United Nations development system that can deliver integrated support across the Sustainable Development Goals for the achievement of national development priorities.

3. The resident coordinator system ensures the coordination of the operational activities for development of the United Nations and supports the United Nations funds, programmes, specialized agencies, departments and offices that play a role in development at the country level. The objective is to leverage the respective expertise and specializations of United Nations development entities and to work across disciplines and functions to deliver together more coherent, effective and efficient support to countries.

4. At the heart of the resident coordinator system are United Nations resident coordinators, who are the designated representatives of the Secretary-General for development operations at the country level and who lead the United Nations country teams. A total of 129 resident coordinators lead the strategic planning and coordination of 131 country teams, bringing to bear, on average, the expertise of 18 United Nations entities per country, and leveraging and supporting the United Nations entities that are not resident in-country, including United Nations Secretariat entities and departments.

5. While the resident coordinator system has been instrumental in driving coherence on the ground over the past four decades, the 2030 Agenda for Sustainable Development has significantly increased the demands on the United Nations development system and requires a marked upgrade in the system's ability to coordinate the provision of high-quality, coherent and reliable policy and programming support to Member States. In that respect, in successive resolutions on the quadrennial comprehensive policy review, Member States reiterated the central role of the resident coordinators, working with the United Nations country team and under the leadership of Governments, in ensuring the coordination of United Nations operational activities for development at the country level. Member States also consistently stressed the need to ensure that resident coordinators had sufficient leadership, prerogative, impartiality, management tools, experience and skills sets to effectively fulfil their mandates.

II. A new resident coordinator system

6. The General Assembly, in its resolution 72/279, decided to create a dedicated, independent, impartial, empowered and sustainable development-focused coordination function for the United Nations development system by separating the functions of the resident coordinator from those of the resident representative of the United Nations Development Programme (UNDP). The Assembly also endorsed the transformation of the Development Operations Coordination Office as a stand-alone coordination office within the Secretariat, reporting to the Chair of the United Nations Sustainable Development Group.

7. At the global level, the Development Operations Coordination Office will assume the managerial and oversight functions of the resident coordinator system

under the leadership of an Assistant Secretary-General. It will bring together the United Nations development system entities to promote change and innovation to deliver together on sustainable development. The United Nations Sustainable Development Group will work under the leadership of the Deputy Secretary-General in her capacity as Chair of the Group and the guidance of the Vice-Chair of the Group. The United Nations Sustainable Development Group will provide field evidence collected from the United Nations operational activities for development to inform policy, programming and operations. In addition, the Group will facilitate the achievement of shared United Nations development system results and promote excellence in United Nations leadership and coordination.

8. The Development Operations Coordination Office will also provide troubleshooting, quality assurance, advisory and dispute resolution services in close liaison with the relevant regional team of the United Nations Sustainable Development Group and other senior officials of the system. It is envisioned that the Director of the Development Operations Coordination Office will chair annual performance assessments of resident coordinators of the Group, which will continue to include the regional directors of entities of the United Nations development system functioning as the regional United Nations Sustainable Development Group.

9. Day-to-day programmatic support, policy guidance and technical support for United Nations country teams, quality assurance with respect to United Nations Development Assistance Frameworks, country team standard operating procedures for "Delivering as one" and joint initiatives, as well as day-to-day support for resident coordinators and country teams, will be backstopped through better-resourced regional desks of the Development Operations Coordination Office, working in close collaboration with the regional United Nations Sustainable Development Group.

10. A reinvigorated independent resident coordinator system is at the centre of a repositioned United Nations development system. In response to the paradigm shift reflected in the 2030 Agenda for Sustainable Development, the United Nations development system needs to move towards a more integrated working model that can better support the achievement of the Sustainable Development Goals, with greater accountability and impartiality. The new resident coordinator system will therefore require placing greater authority in the empowered resident coordinator by: (a) increasing the relevance of substantive capacities of agencies, funds and programmes vis-à-vis local needs; (b) establishing clearer accountability lines for collective results; and (c) ensuring adequate funding and resources to incentivize system-wide efforts, including through greater coordination of regional capacities in support of country efforts.

11. At the country level, resident coordinators will be directly nominated as the designated representatives of the Secretary-General for development operations. They will lead the United Nations country team, in consultation with the host Government, to define and agree on the United Nations strategic response to the Government's priorities. Resident coordinators will continue to be double-hatted as humanitarian coordinators and triple-hatted as deputy special representatives of the Secretary-General, in the relevant context of the country and/or mission. They will operate within a clear framework for management, accountability and governance.

12. The resident coordinator offices will need to be adequately staffed to ensure sufficient substantive capacities to lead United Nations country teams. Specific requirements vary depending on needs and contexts. However, based on a review against the 2030 Agenda for Sustainable Development and inputs by current resident coordinators, there is a general need for a minimum capacity of five substantive staff members on average in each resident coordinator office to cover the core functions needed in any country for effective coordination. This will include experts in

coordination and strategic planning, economics, monitoring and evaluation, communications and strategic partnerships. The mix of international and national staff will be defined according to each country context, with a preference for national staff whenever possible.

13. The proposed repositioning of the resident coordinator system is based on optimizing current arrangements to the extent possible and minimizing additional costs. The envisioned system will be strongly anchored in the assets and resources of the entire United Nations development system, including the integrating platform of UNDP. This truly reinvigorated system, able to meet the ambition of the 2030 Agenda for Sustainable Development, will come at a financial cost of $281 million, with the separation of the functions of the resident coordinator and the UNDP resident representative and enhanced capacity at the global, regional and country levels to drive a more integrated United Nations response on the ground. This is slightly below the initial estimates shared with Member States during the intergovernmental negotiations leading up to resolution 72/279 ($290 million) and reflects a significant effort to identify the most effective and efficient working arrangements for the new resident coordinator system.

14. The $281 million budget includes $35 million for coordination activities, which will be allocated across resident coordinator offices in 131 countries and the five regional United Nations Sustainable Development Group teams, to catalyse in-country efforts for priority initiatives. This allocation will enable the resident coordinators to incentivize collaboration and support joint activities, such as the development of the United Nations Development Assistance Framework. In particular, it will support joint assessment and analytics and enable joint data collection, joint programme development, joint planning and innovation, communications and advocacy, and systematic monitoring and reporting on the progress of United Nations Development Assistance Framework outcomes, including through midterm and end-of-cycle evaluations of the Framework. Other related activities that will require such resources include the consultation and facilitation of national United Nations steering committees, travel of the resident coordinator and resident coordinator office staff in support of joint activities, United Nations coordination-related events and the production of United Nations Development Assistance Framework country results reports.

15. The resident coordinator system is a fundamental vehicle for enhancing system-wide coherence at the country level. A more robust coordination function, at the equivalent of less than 1 per cent of the annual contributions to the United Nations for operational activities for development, will yield significant value for money. It is an essential enabler to advance the impact of, and strengthen leadership and accountability for, the contributions of the United Nations development system to the 2030 Agenda for Sustainable Development to be achieved at the country level.

III. Administrative arrangements

16. Pursuant to General Assembly resolution 72/279, the Development Operations Coordination Office will be established in the Secretariat as a stand-alone coordination office, and its role will be strengthened to ensure that the United Nations is more effective, accountable and coordinated in supporting the 2030 Agenda for Sustainable Development. The Office will be led by an Assistant Secretary-General, who will report to the Deputy Secretary-General. The Office will consist of a total of 95 posts.

17. This will include 67 posts at Headquarters (1 Assistant Secretary-General, 1 D-2, 3 D-1, 12 P-5, 25 P-4, 15 P-3, 2 General Service (Principal level) and 8 General

Service (Other level)), as well as enhanced capacities to provide regional support to country operations, through five regional desks covering six geographical regions based in Addis Ababa; Amman; Istanbul, Turkey; Bangkok; and Panama City. Total post resources allocated to these regional desks would cover 28 posts, including 5 D-2s, 3 P-5s, 11 P-4s, 4 P-3s and 5 General Service (Other level). The concurrence of the Advisory Committee on Administrative and Budgetary Questions was sought for all posts at the D-1 level and above.

18. The current cohort of 129 resident coordinators is presently serving concurrently as UNDP resident representatives. Pursuant to resolution 72/279, effective 1 January 2019, the posts of 129 resident coordinators, which include 12 Assistant Secretaries-General, 36 D-2s and 81 D-1s, will be created in the Secretariat. Current resident coordinators who opt to remain in their current function will be redesignated by the Secretary-General and appointed under a United Nations Secretariat letter of appointment. Existing resident coordinators will continue to be administered by UNDP in 2019, on behalf of the United Nations Secretariat, while all new resident coordinators appointed from 1 January onwards will be fully administered by the Secretariat. From 2020, all resident coordinators will be fully administered by the United Nations Secretariat.

19. In the resident coordinator offices, in order to facilitate a smooth transition, three national officers will be administered by UNDP in 2019, while two support staff (executive assistant and driver) will be provided by UNDP as a service, on the basis of a fee. International staff will be fully administered by the United Nations Secretariat. All resident coordinator office staff are expected to transition to United Nations Secretariat contracts by 1 January 2020 after a comprehensive review of all resident coordinator offices and a change management process.

20. Wherever applicable, resident coordinators will continue to be double-hatted as humanitarian coordinators and triple-hatted as deputy special representatives of the Secretary-General, in relevant contexts. Currently, 10 out of 12 deputy special representative of the Secretary-General/resident coordinator/humanitarian coordinator positions are at the Assistant Secretary-General level, while 2 are at the D-2 level. Fifty per cent of the salaries of the resident coordinators who are triple-hatted and common staff costs will be paid by the resident coordinator system. The other 50 per cent will be paid by the respective special political mission or peacekeeping operation that the resident coordinator is serving in.

21. UNDP will provide administrative and operational support services to the regional and country offices on a service fee basis. It will provide services for premises and facilities management, general administration, finance and procurement, legal affairs and information, communication and technology. As part of the transition in 2019, UNDP will also provide human resources management services for the national staff in the regional offices of the Development Operations Coordination Office.

IV. Funding arrangements

22. In its resolution 72/279, the General Assembly emphasized that adequate, predictable and sustainable funding was essential to delivering a coherent, effective, efficient and accountable response in accordance with national needs and priorities, and in this regard decided to provide sufficient funding in line with the report of the Secretary-General (A/72/684-E/2018/7) on an annual basis starting from 1 January 2019, through:

(a) A 1 per cent coordination levy on tightly earmarked third-party non-core contributions to United Nations development-related activities, to be paid at source;

(b) Doubling the current United Nations Sustainable Development Group cost-sharing arrangement among United Nations development system entities (see annex I to the present report);

(c) Voluntary, predictable, multi-year contributions to a dedicated trust fund to support the inception period.

23. The Development Operations Coordination Office and the resident coordinator system will be managed financially through a United Nations special purpose trust fund, which will pool the three funding sources provided for by resolution 72/279.

24. The special purpose trust fund will be housed in the United Nations Secretariat and is to be managed by the Development Operations Coordination Office. It will provide full transparency to all the relevant stakeholders, including donors, on expenditures and the total cost of operations. Reporting to donors and other stakeholders will be done on the basis of the calendar year in United States dollars and will be available three months after year-end.

25. In addition to this standard annual report on the special purpose trust fund, all information on contributions and disbursements will be published online in real time. This will commence as soon as the first contribution has been formalized. This will provide visibility through a dedicated website, allowing Member States and partners to track the status of the special purpose trust fund in real time.

26. The 1 per cent coordination levy will be applied to contributions for United Nations development-related activities that are tightly earmarked to a single agency, single programme or project. The levy will exclude inter-agency development pooled funds, entity-specific thematic funds, local resources (i.e., programme country Government cost-sharing) and South-South cooperation. Given that the levy relates specifically to United Nations development-related activities, it does not apply to humanitarian assistance. In addition, United Nations-United Nations transfer agreements and similar instruments for transfers between United Nations entities should not be charged a levy, as the United Nations organization that has received funding from a donor should have already charged the levy (if applicable). In ongoing consultations with Member States, the Secretariat has also indicated that vertical funds and contributions from foundations, civil society and the private sector may also need to be excluded, but a final decision on the policy for potential exclusions is still pending.

27. The coordination levy is to be collected "at source" with a number of options for its collection being considered, such as charging the levy at the time a contribution agreement is signed between the United Nations entity and a donor, or alternatively, payment by the donor, in one or more instalments annually, directly to the United Nations special purpose trust fund.

28. The decision of the General Assembly to double the amount contributed through the United Nations Sustainable Development Group cost-sharing arrangement will generate $77.5 million towards the 2019 costs of the resident coordinator system. Each entity's share is calculated through a three-step formula, considering an annual base fee, entity staff size and expenditures, and the share of United Nations Development Assistance Frameworks at the country level.[1] Annex I presents the share by entity resulting from the doubling of the cost-sharing arrangement.

[1] Additional details on the calculation of each entity's share are provided in document A/70/703.

29. A new cost-sharing formula for 2021 onwards will be presented to the Advisory Committee on Administrative and Budgetary Questions, the Fifth Committee and the respective governing bodies of the member entities of the United Nations Sustainable Development Group in 2020.

30. The Secretariat's share of the United Nations Sustainable Development Group cost-sharing arrangement for 2019 based on the decision of the General Assembly amounts to $13.6 million, to be funded by the assessed programme budget for the 2018–2019 biennium. **Therefore, in the present report, the General Assembly is requested to appropriate $13,571,800, as a grant to the special purpose trust fund in 2019, under section 1, Overall policymaking, direction and coordination, of the programme budget for the biennium 2018–2019.**

31. Voluntary contributions are critical for the successful launch of the reinvigorated resident coordinator system. To support the inception of the reinvigorated system, and to ensure funding predictability, it is important that the voluntary contributions be frontloaded, as the collection of the 1 per cent levy may take some time to become fully operational.

V. Action requested of the General Assembly

32. **The General Assembly is requested to approve an additional appropriation, representing a charge against the contingency fund, for the biennium 2018–2019, in the amount of $13,571,800, as a grant to the special purpose trust fund in 2019, under section 1, Overall policymaking, direction and coordination, of the programme budget for the biennium 2018–2019.**

Annex I

Participating entity share of the United Nations Sustainable Development Group cost-sharing arrangement for 2019

United Nations Sustainable Development Group member contributions, 2018–2019

Member	*Base fee*	*Agency size*		*System load*	*Total contribution, 2018*	*Total contribution, 2019*	*Share of total*
		(a) Expenditure	*(b) Staff count*				
FAO	350 000	395 084	509 603	1 094 639	2 349 326	4 698 652	6.1%
IFAD	175 000	77 831	114 826	351 848	700 360	1 400 720	1.8%
ILO	350 000	282 286	514 914	1 026 224	2 173 424	4 346 848	5.6%
IOM	350 000	261 719	308 139	640 381	1 560 000	3 120 000	4.0%
ITU	100 000	N/A	N/A	N/A	100 000	200 000	0.3%
UNAIDS	175 000	85 642	151 525	908 941	1 321 109	2 642 218	3.4%
UNDP	350 000	2 188 249	1 415 058	1 192 374	5 145 681	10 291 362	13.3%
UNESCO	350 000	337 981	458 852	1 094 639	2 241 472	4 482 944	5.8%
UNFPA	350 000	359 681	401 655	1 192 374	2 303 720	4 607 440	5.9%
UNHCR	350 000	–	–	889 394	1 239 394	2 478 788	3.2%
UNICEF	350 000	1 224 157	1 393 844	1 192 374	4 160 376	8 320 752	10.7%
UNIDO	175 000	134 797	138 917	869 947	1 318 560	2 637 121	3.4%
UNOPS	350 000	136 514	76 851	312 754	876 119	1 752 238	2.3%
UN Secretariat	350 000	1 746 712	1 581 217	3 107 992	6 785 921	13 571 842	17.5%
UN-Women	175 000	104 310	122 256	918 715	1 320 280	2 640 560	3.4%
UNWTO	100 000	N/A	N/A	N/A	100 000	200 000	0.3%
WFP	350 000	183 166	92 620	830 753	1 456 539	2 913 078	3.8%
WHO	350 000	831 209	1 115 472	1 192 374	3 489 055	6 973 110	9.0%
WMO	100 000	N/A	N/A	N/A	100 000	200 000	0.3%
Total	**5 200 000**	**8 349 340**	**8 395 760**	**16 815 622**	**38 741 336**	**77 482 672**	**100%**

Abbreviations: FAO, Food and Agriculture Organization of the United Nations; IFAD, International Fund for Agricultural Development; ILO, International Labour Organization; IOM, International Organization for Migration; ITU, International Telecommunication Union; UNAIDS, Joint United Nations Programme on HIV/AIDS; UNDP, United Nations Development Programme; UNESCO, United Nations Educational, Scientific and Cultural Organization; UNFPA, United Nations Population Fund; UNHCR, Office of the United Nations High Commissioner for Refugees; UNICEF, United Nations Children's Fund; UNIDO, United Nations Industrial Organization; UNOPS, United Nations Office for Project Services; UN-Women, United Nations Entity for Gender Equality and the Empowerment of Women; UNWTO, World Tourism Organization; WFP, World Food Programme; WHO, World Health Organization; WMO, World Meteorological Organization.

Annex II

Budget of the resident coordinator system special purpose trust fund

I. Overview

A. Overview of resources

1. For 2019, resources to support the resident coordinator system reflect requirements in the Development Operations Coordination Office, the regional offices and the resident coordinator offices, as well as support costs.

2. The overall resources for 2019 for the resident coordinator system special purpose trust fund amount to $281,190,900. The resource level provides for the full, efficient and effective implementation of mandates.

3. The distribution of resources is reflected in tables 1 to 4.

Table 1
Financial resources by component
(Thousands of United States dollars)

Component	*2019 estimates*
A. Executive direction and management	2 306.8
B. Programme of work	
Global coordination	14 352.7
Regional coordination	6 659.4
Country coordination	246 298.7
Subtotal, programme of work	**267 310.8**
C. Programme support	11 573.3
Total	**281 190.9**

Table 2
Requirements by object of expenditure
(Thousands of United States dollars)

Object of expenditure	*2019 estimates*
Posts	160 346.8
Other staff costs	2 874.2
Consultants	23 349.7
Travel of staff	14 138.5
Contractual services	43 425.3
General operating expenses	29 141.9
Hospitality	1 352.0
Supplies and materials	1 929.6
Furniture and equipment	4 632.8
Total	**281 190.9**

Table 3
Post resources by component

	Professional and higher categories									*General Service and related categories*		*National staff*		
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Principal level*	*Other level*	*National Professional Officer*	*Local level*	***Total***
Executive direction and management	–	1	1	–	1	2	1	–	**6**	1	1	–	–	**8**
Programme of work														
Global coordination	–	–	–	2	8	19	11	–	**40**	–	3	–	–	**43**
Regional coordination	–	–	5	–	3	11	4	–	**23**	–	–	–	5	**28**
Country coordination	–	12	36	81	131	65	–	–	**325**	–	–	459	262	**1 046**
Subtotal, programme of work	–	12	41	83	142	95	15	–	**388**	–	3	459	267	**1 117**
Programme support	–	–	–	1	3	4	3	–	**11**	1	4	–	–	**16**
Total	–	**13**	**42**	**84**	**146**	**101**	**19**	–	**405**	**2**	**8**	**459**	**267**	**1 141**

Table 4
Distribution of resources by component
(Percentage)

Component	*2019 estimates*
A. Executive direction and management	0.8
B. Programme of work	
Global coordination	5.1
Regional coordination	2.4
Country coordination	87.6
Subtotal	**95.1**
C. Programme support	4.1
Total	**100.0**

B. Voluntary contributions in kind

4. For 2019, the budget does not include any voluntary contributions in kind. As part of the roll-out of this reform, resident coordinators will engage with their relevant national counterparts to explore country-specific arrangements. These arrangements, if and when secured, will be reflected in subsequent budgets.

C. Other information

5. The Secretary-General is determined to strengthen the accountability and transparency of the United Nations development system. At the country level, United Nations country teams will be expected to provide, through the resident coordinators, annual reports to host Governments on United Nations Development Assistance Framework-related results. At the global level, in accordance with paragraph 15 of General Assembly resolution 72/279, the Secretary-General will report annually to the operational activities for development segment of the Economic and Social

Council on the implementation of the reinvigorated resident coordinator system. This will be done in the context of the quadrennial comprehensive policy review annual report. The General Assembly will also receive a quadrennial comprehensive policy review progress report every four years, in accordance with the policy review cycle. The Economic and Social Council, in its operational activities for development segment, will also receive a separate comprehensive report on the operational, financial and administrative aspects of the Development Operations Coordination Office, as mandated in paragraph 17 of resolution 72/279. Taken together, these reports will entail a significant change from current practice. Member States will be regularly updated both on the effectiveness and efficiency of the resident coordinator system and on its impact on the delivery of shared results in the Organization's efforts to support Governments in achieving the Sustainable Development Goals and realizing the 2030 Agenda for Sustainable Development.

6. Within the United Nations, mutual accountability will be strengthened through a number of instruments, including the direct reporting line instituted between the resident coordinators and the Secretary-General, a revised mutual accountability framework and a matrixed dual reporting model between United Nations country team members and the resident coordinator. A strengthened Development Operations Coordination Office will also allow for greater accountability and transparency for results, notably through more effective and reliable support to resident coordinators and United Nations country teams in tracking and reporting on activities, expenditures and results in line with the Sustainable Development Goals.

7. The special purpose trust fund, established to pool financial contributions to the resident coordinator system, will provide full transparency to all stakeholders on expenditures and the total cost of operations. In addition to standard annual reports, all information on contributions and disbursements will be published online in real time, and visibility will be provided through a dedicated website, allowing Member States and partners to track the status of the special purpose trust fund in real time.

8. With the resident coordinator system now under the Secretariat, a number of elements of the new system will come under the purview of the Evaluation Unit of the Office of Internal Oversight Services. In addition, and in accordance with resolution 72/279, the Secretary-General is committed to strengthening mechanisms and capacities for system-wide evaluations of development results. Lastly, the $35 million for coordination activities is designed to allow resident coordinators and United Nations country teams, with support from the Development Operations Coordination Office, to incentivize collective action in support of the 2030 Agenda, conduct robust monitoring and evaluation of United Nations Development Assistance Framework results and ensure alignment with national needs and priorities.

9. Following a review of the publications pertaining to each component, it is anticipated that recurrent and non-recurrent publications will be issued as summarized in table 5 and as distributed in the output information in the programme of work.

Table 5
Summary of publications

	2018-2019 estimate		
	Print	*Electronic*	*Print and electronic*
Recurrent	132	1	133
Non-recurrent	–	–	–
Total	**132**	**1**	**133**

10. As the coordinating body of the United Nations development system, all parts of the resident coordinator system will actively engage with entities of the United Nations development system to implement its work programme. Work under global coordination will be implemented in cooperation with United Nations development system entities through the working mechanisms established for the United Nations Sustainable Development Group at the global level, with secretariat support provided by the Development Operations Coordination Office. Coordination of regional support to resident coordinators, resident coordinator offices and United Nations country teams will be carried out by the Assistant Secretary-General of the Development Operations Coordination Office, together with the regional teams of the United Nations Sustainable Development Group, which brings together the regional directors of entities of the United Nations development system, with support from the Development Operations Coordination Office regional desks.

11. Country coordination activities will be led by United Nations resident coordinators with the support of resident coordinator offices and will involve all members of United Nations country teams. These arrangements will ensure that the United Nations development system is able to contribute effectively to the 2030 Agenda for Sustainable Development through more strategic, accountable, transparent, collaborative, efficient, effective and results-oriented support to Member States.

II. Budget by components

A. Executive direction and management

Resource requirements: $2,306,800

12. The Office of the Director of the Development Operations Coordination Office provides strategic planning for the resident coordinator system, supports the Chair, Vice-Chair, principals and working mechanisms of the United Nations Sustainable Development Group and monitors strategic aspects of quadrennial comprehensive policy review implementation and progress tracking. In addition, it is responsible for managing strategic partner relations, coordinating the engagement of the United Nations development system with the Executive Committee/Deputies Committee mechanism and providing oversight and strategic leadership of the United Nations Sustainable Development Group Office. The Director will be responsible for the day-to-day management of 129 resident coordinators and the work of 95 Development Operations Coordination Office staff.

Table 6
Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective of the Organization: To provide strategic oversight to the resident coordinator system and support to the United Nations Sustainable Development Group, under the leadership of the Deputy Secretary-General, to ensure coherent, integrated and effective support by the United Nations development system to Member States in the implementation of the 2030 Agenda for Sustainable Development

Expected accomplishments of the Secretariat	*Indicators of achievement*	*Performance measures*				
			2018–2019	*2016–2017*	*2014–2015*	*2012–2013*
(a) Increased strategic vision and leadership of the United Nations Sustainable Development Group for implementation of the 2030 Agenda for Sustainable Development, through the system-wide strategic document	System-wide strategic document completed	Target	Yes			
		Estimate				
		Actual				
(b) United Nations Sustainable Development Group programme of work effectively managed and supported with available human and financial resources in the transition of the United Nations development system, in line with resolution 72/279	Rate of implementation of the United Nations Sustainable Development Group workplan	Target	100%			
		Estimate				
		Actual				
(c) Effective implementation, tracking and reporting on the quadrennial comprehensive policy review, in line with resolution 71/243	Percentage of data delivered by the Office of the United Nations Sustainable Development Group to the Department of Economic and Social Affairs as agreed in the quadrennial comprehensive policy review monitoring framework	Target	100%			
		Estimate				
		Actual		100%	100%	100%

External factors

13. The objective and expected accomplishments are expected to be achieved on the assumption that: (a) United Nations development system entities fully support the mandates of the United Nations Sustainable Development Group and the United Nations resident coordinator system; (b) Member States remain committed to providing adequate resources to the resident coordinator system.

Outputs

14. The outputs to be delivered during the biennium 2018–2019 are reflected in table 7.

Table 7
Categories of outputs and final outputs

Outputs	*Quantity*
Other substantive activities	
1. Meetings of United Nations Sustainable Development Group principals	2
2. Meetings of the core group of the United Nations Sustainable Development Group	3
3. Development Operations Coordination Office background briefs for the Executive Committee/Deputies Committee	35

15. The distribution of resources for executive direction and management is reflected in tables 8 to 10.

Table 8
Resource requirements: executive direction and management

(Thousands of United States dollars)

Category	*2019 resources*	*Posts*
Post	1 886.1	8
Non-post	420.7	–
Total (net of staff assessment)	**2 306.8**	**8**

Table 9
Requirements by object of expenditure

(Thousands of United States dollars)

	2019 estimate
Posts	1 886.1
Other staff costs	127.9
Travel of staff	84.0
General operating expenses	164.5
Hospitality	12.0
Supplies and materials	10.1
Furniture and equipment	22.2
Total	**2 306.8**

Table 10
Post requirements

	Professional and higher categories									*General Service and related categories*		*National staff*		
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Principal level*	*Other level*	*National Professional Officer*	*Local level*	***Total***
Executive direction and management	–	1	1	–	1	2	1	–	**6**	1	1	–	–	**8**

Posts

16. The amount of $1,886,100 would provide for eight posts (1 ASG, 1 D-2, 1 P-5, 2 P-4, 1 P-3, 1 General Service (Principal level) and 1 General Service (Other level)) for the Executive Office under executive direction and management to support the implementation of the mandate under the programme. The functions and responsibilities of the posts are described below.

17. An Assistant Secretary-General (1 ASG) will lead the strategic management of the Development Operations Coordination Office and will be responsible for team management and performance oversight. The Assistant Secretary-General/Director of the Development Operations Coordination Office will be responsible, inter alia, for: (a) directing and managing the Development Operations Coordination Office; (b) providing leadership, direction and advice on matters that relate to the strategic

positioning and effective functioning of the resident coordinator system; (c) overseeing the performance management of United Nations resident coordinators; (d) chairing the Inter-Agency Advisory Panel on resident coordinator selection; (e) advising and supporting the Chair and Vice-Chair of the United Nations Sustainable Development Group on all matters pertaining to the strategic positioning and management of the Group and the resident coordinator system; (f) representing the Deputy Secretary-General in undertaking advocacy and the strengthening of external relations on behalf of the Development Operations Coordination Office, the United Nations Sustainable Development Group and the resident coordinator system; (g) providing substantive engagement with other pillars of work of the United Nations, to ensure greater operational coherence in development, humanitarian and peacebuilding support; (h) overseeing the overall strategic plan and budget of the Development Operations Coordination Office and making managerial decisions to ensure the effective and efficient operations of the Office and the resident coordinator system as a whole.

18. A Director, Deputy to the Assistant Secretary-General (1 D-2) will report to the Assistant Secretary-General/Director of the Office, supporting the Director in the strategic management of the operations of the Development Operations Coordination Office and serving as Officer-in-Charge of the Office in the absence of the Director. The Deputy Director has delegated responsibility for the following functions: (a) strategic workplanning and management of results in the Development Operations Coordination Office; (b) performance management of the senior managers of the Office; (c) management and administration of Development Operations Coordination Office and resident coordinator system budgets; (d) operational oversight of the resident coordinator system, including overall responsibility for resident coordinator system financial resources, human resources, procurement and common premises; (e) oversight and management of activities undertaken by the Office, ensuring that programmed activities are carried out in a timely fashion, and coordinating work in the different areas both within the Office and with other organizations of the United Nations development system, donors and agencies as appropriate; (f) external relations and advocacy on behalf of the Development Operations Coordination Office, the United Nations Sustainable Development Group and the resident coordinator system; and (g) development of strategic partnerships and resource mobilization in support of the United Nations Sustainable Development Group Joint Fund for the 2030 Agenda for Sustainable Development and the United Nations Sustainable Development Group Coordination Fund. With delegated authority over key functions in the Development Operations Coordination Office, including the performance management of all senior managers, the Deputy Director de facto will oversee a total staff complement of 66 posts, of which 53 are Professional posts at the P-3, P-4 and P-5 levels and 3 are D-1-level posts.

19. A Special Assistant to the Assistant Secretary-General (1 P-5) will manage the day-to-day operations of the Office of the Assistant Secretary-General of the Development Operations Coordination Office, including budgeting and workplanning, in addition to providing policy advice to the Assistant Secretary-General on strategic issues of concern to the Development Operations Coordination Office, the United Nations Sustainable Development Group and the resident coordinator system. The Special Assistant will lead in the preparation and coordination of strategic policy briefs, summary analyses and talking points.

20. Two P-4 posts are as follows:

(a) A Sustainable Development Officer (1 P-4) will support the effective functioning and workplanning of the global United Nations Sustainable Development Group working mechanisms, particularly the principals and the core group of the

United Nations Sustainable Development Group, including the planning and preparation of meetings at the level of United Nations executive heads;

(b) A Programme Officer (1 P-4) will lead in the development of the integrated results framework for the resident coordinator system and support both the Assistant Secretary-General and the Director of the Development Operations Coordination Office in strategic planning at the global, regional and country levels, including 131 United Nations country teams.

21. A Programme Officer (1 P-3) will undertake monitoring and updating of the dashboard for the United Nations Sustainable Development Group global priorities and workplan, as well as developing and managing the tracking system of the strategic deliverables for the Group. The Programme Officer will also support system-wide reporting and follow-up to quadrennial comprehensive policy review-related mandates associated with the Development Operations Coordination Office and the United Nations Sustainable Development Group.

22. A Programme Assistant (1 General Service (Principal level)) will provide programme coordination support to the Office of the Assistant Secretary-General and facilitate the interaction of the Assistant Secretary-General with United Nations Sustainable Development Group member entities, Member States and external partners; a Programme Assistant (1 General Service (Other level)) will provide support to the Director in the coordination of programme planning and preparation, implementation of activities and monitoring of the status of programme proposals, including completion of documentation and approval of submissions.

Other staff costs

23. The amount of $127,900 provides for general temporary assistance, payroll management, learning costs and overtime required during peak workload periods.

Travel of staff

24. The amount of $84,000 provides for:

(a) Five travels to Development Operations Coordination Office regional desks by the Assistant Secretary-General of the Office for briefings and consultations and to participate in the performance assessment of resident coordinators and United Nations country teams;

(b) One travel to Europe by the Assistant Secretary-General of the Development Operations Coordination Office and the Special Assistant to the Assistant Secretary-General to participate in the spring principals-level meeting of the United Nations Sustainable Development Group, organized on the sidelines of the spring sessions of the United Nations System Chief Executives Board for Coordination (CEB);

(c) One travel by the Assistant Secretary-General of the Development Operations Coordination Office for five days to Switzerland to participate in the annual Deputy Special Representative of the Secretary-General retreat and consultations with the Europe-based United Nations entities;

(d) Five travels by the Assistant Secretary-General or the Deputy Director of the Office to Member State capitals and meetings with United Nations Sustainable Development Group agencies at their headquarters.

General operating expenses

25. The amount of $164,500 provides for communication costs (cell phone, landline), utilities, courier charges, printing and other sundry items.

Hospitality

26. The amount of $12,000 provides for six receptions with Member States and United Nations agencies.

Supplies and material

27. The amount of $10,100 provides for expendable office supplies and materials, including paper, stationery and data-processing and word-processing supplies.

Furniture and equipment

28. The amount of $22,200 provides for the replacement of furniture, office automation and other equipment.

B. Programme of work

Resource requirements: $267,310,800

Global coordination

Resource requirements: $14,352,700

29. Responsibilities for global coordination are vested within the branches and sections of the Development Operations Coordination Office at Headquarters.

30. Under global coordination, the Development Operations Coordination Office works with entities and mechanisms of the United Nations Sustainable Development Group to improve the strategic and operational coherence of operational activities for development by fostering system-wide approaches and providing coordinated and, where relevant, integrated policy and strategic guidance to United Nations country teams. Responsibilities under global coordination are implemented by two branches and two sections: the Policy and Programming Branch, the Resident Coordinator and United Nations Country Team Leadership and Development Branch, the Country Business Strategies Section and the Communications and Results Reporting Section.

31. The Policy and Programming Branch focuses on the following areas: (a) support to United Nations Development Assistance Frameworks and integrated planning and programming; (b) support to resident coordinators and United Nations country teams on integrated policy solutions for sustainable development; (c) facilitation of global strategic financing initiatives and support to resident coordinators and United Nations country teams on strategic finance and partnerships for sustainable development; (d) support to innovative solutions at the country level that enable the scaling of United Nations development system innovations; (e) support to inter-agency programming needs; and (f) knowledge management. The Resident Coordinator and United Nations Country Team Leadership and Development Branch focuses on the following areas: (a) development and implementation of the corporate leadership framework, standards and policies for resident coordinator and United Nations country team leadership; (b) designing and overseeing the resident coordinator assessment and selection process, functions which in the past were provided in part by the United Nations Development Programme (UNDP), as part of its backbone support to the resident coordinator system; (c) resident coordinator and United Nations country team leadership development training, onboarding and capacity development; and (d) resident coordinator/United Nations country team performance and results review and performance management.

32. The Communications and Results Reporting Section is responsible for the following areas: (a) external communications to communicate the results and impact

of the resident coordinator system and the United Nations Sustainable Development Group; (b) implementation of the United Nations development system common messaging, communications strategy and communication products; (c) provision of support to "Communicating as one" teams and initiatives at the country level; (d) the United Nations Sustainable Development Group annual results reporting to stakeholders; (e) facilitating the presence of the United Nations Sustainable Development Group on social media at the global and country levels; (f) website development and management at the global level, and setting standards and providing support to regional and country-level United Nations Sustainable Development Group websites; (g) public information management, including through UN INFO; and (h) infographics and data visualization and dissemination on key United Nations Sustainable Development Group results.

33. The Country Business Strategies Section leads or supports: (a) development of policy and coordination of the implementation of United Nations Sustainable Development Group business operations reforms, including targets on United Nations common premises and common business services/centres; (b) peer networks in operationalizing business operations strategies for all United Nations country teams; (c) capacity development initiatives for country-level business operations managers and support to the business operations country network; (d) integration of business innovations into the United Nations Development Assistance Framework; and (e) management and oversight of the business operations strategies component of UN INFO and related analytics.

Regional coordination

Resource requirements: $6,659,400

34. Day-to-say support to resident coordinators and their offices is vested within the Development Operations Coordination Office regional coordination desks.

35. The regional coordination function of the resident coordinator system focuses on overseeing and supporting coherent and effective delivery of operational activities for development by United Nations resident coordinators and United Nations country teams through integrated policy, programming and operational support together with the regional teams of the United Nations Sustainable Development Group and the United Nations regional economic and social commissions.

36. The Development Operations Coordination Office regional desks service resident and United Nations country teams in the following regions (regional headquarters duty station in parentheses): Latin America and the Caribbean (Panama City); Africa (Addis Ababa); Arab States (Amman); Europe and Central Asia (Istanbul, Turkey); and Asia and the Pacific (Bangkok).The regional desks perform the following functions: (a) providing strategic guidance to resident coordinators and United Nations country teams to ensure quality and timely support to Member States in the implementation of the 2030 Agenda for Sustainable Development; (b) managing the day-to-day operations of the resident coordinator system in their regions; (c) supporting and tracking resident coordinator/United Nations country team performance management on behalf of the Director of the Development Operations Coordination Office; (d) in collaboration with regional United Nations Sustainable Development Group teams, facilitating and overseeing support to resident coordinators and United Nations country teams on United Nations Development Assistance Framework quality assurance, coordinated policy and operational support to United Nations country teams, dispute resolution and troubleshooting; (e) coordinated regional communications and strategic messaging; (f) convening and facilitating the work of regional United Nations Sustainable Development Group teams and supporting regional Chairs of the Group in the execution of their roles;

(g) providing regular results oversight and support to resident country offices to plan, monitor and report; and (h) ensuring the compliance of United Nations country teams and resident country offices with agreed United Nations Sustainable Development Group policies and procedures.

Country coordination

Resource requirements: $246,298,700

37. Substantive responsibility for country coordination is vested within the resident coordinator and the resident coordinator offices.

38. Country coordination consists of the work that resident coordinators undertake with the support of resident coordinator offices in leading the United Nations development system support to the implementation of the 2030 Agenda for Sustainable Development at the country level, in line with national priorities, needs and planning frameworks and under the ownership and leadership of programme countries, in a coherent, coordinated and, where possible, integrated manner that maximizes impact and sustainable development results.

39. United Nations resident coordinators ensure coordination of United Nations development system operational activities for development, creating a platform of coordinated delivery of support towards the 2030 Agenda for Sustainable Development and promoting the development of national capacities. They lead United Nations country teams, which include non-resident agencies, in providing integrated support to national development priorities and plans, through United Nations Development Assistance Frameworks. They are key facilitators of system-wide support to Governments as they leverage financing and partnerships for the Sustainable Development Goals. They also support the delivery of the effective advocacy on sustainable development objectives, as well as United Nations values, standards, principles and activities on behalf of the United Nations country team with the highest level of government. They act as the United Nations designated official, ensuring effective coordination of country-level security and the safety of all United Nations staff and dependants and leading inter-agency security management teams. They also encourage and support national efforts in disaster risk reduction. Lastly, when international humanitarian assistance is required and a separate humanitarian coordinator position is not established, resident coordinators lead and coordinate the response efforts of United Nations country team members and relevant humanitarian actors.

40. In performing their functions and leading the response of the United Nations development system to the 2030 Agenda for Sustainable Development, resident coordinators are supported by resident coordinator offices. Specifically, resident coordinator offices are responsible for strategic planning and coordination around high-quality Sustainable Development Goal-based United Nations Development Assistance Frameworks. They also provide sustainable development policy coordination among United Nations country team members. They work to support the development of strategic partnerships and innovative financing options for sustainable development at the country level. They are responsible for communication and knowledge management around United Nations country team results, coordinating joint data initiatives, analysis and programme and business innovations and ensuring operational coherence across the humanitarian-development-peace nexus, as relevant to the context in which they operate.

Table 11

Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective of the Organization: To improve the capacity, coherence and effectiveness of the United Nations resident coordinator system at the global, regional and country levels in delivering integrated support across the Sustainable Development Goals for the achievement of national development priorities

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*			
			2018–2019	*2016–2017*	*2014–2015*	*2012–2013*
1. Leadership for development results						
(a) Enhanced management and oversight of the resident coordinator system	(i) Development and endorsement of a new mutual accountability framework in support of enhanced leadership in the resident coordinator system	Target	Yes			
		Estimate				
		Actual				
	(ii) Implementation rate of corporate leadership framework, standards and policies for resident coordinator and United Nations country team leadership	Target	100%			
		Estimate				
		Actual				
(b) Strengthened leadership skills, knowledge and capabilities of resident coordinators and United Nations country teams to effectively support the achievement of the Sustainable Development Goals	(i) Percentage of resident coordinators who complete required learning and/or leadership development modules, including Sustainable Development Goals certification	Target	50%			
		Estimate				
		Actual				
	(ii) Percentage of resident coordinators agreeing or strongly agreeing that they have sufficient capacity and prerogative to fulfil their terms of reference (% capacities/% prerogative)	Target	65%/55%			
		Estimate				
		Actual		60%/50%		
(c) Strengthened leadership talent pipeline and appointments of the resident coordinators, to better respond to the sustainable development needs of national Governments	(i) Integrated Resident Coordinator Assessment Centre with a focus on sustainable development established	Target	Yes			
		Estimate				
		Actual				
	(ii) Gender parity among resident coordinators (% male resident coordinators/female resident coordinators)	Target	50/50			
		Estimate				
		Actual		57/43	62/38	60/40
	(iii) Action plan in place to achieve resident coordinator geographical balance	Target	Yes			
		Estimate				
		Actual				
2. Integrated normative and policy support for the 2030 Agenda for Sustainable Development						
(a) Programme countries receive integrated context-specific quality advice and support to implement the 2030 Agenda for Sustainable Development	(i) Percentage of Governments agreeing that the United Nations provides high-quality joint policy advice, tailored to national needs and priorities	Target	82%			
		Estimate				
		Actual		80%		

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*							
			2018	*2019*	*2016*	*2017*	*2014*	*2015*	*2012*	*2013*
	(ii) Number of integrated, regional or national policy products delivered by the United Nations development system	Target		50						
		Estimate								
		Actual								
	(iii) Proportion of United Nations country teams that have supported government efforts and goals to mainstream human rights in national development policies and programmes	Target		85%						
		Estimate								
		Actual				84%				
3. Coordination and planning for development results										
(a) Effective and accountable coordination mechanisms and leadership at the global, regional and national levels	(i) Percentage of United Nations Sustainable Development Group members that agree or strongly agree that the Group's global and regional coordination mechanisms are effectively supported by the Development Operations Coordination Office	Target		75%						
		Estimate								
		Actual								
	(ii) Percentage of programme country Governments that agree or strongly agree that the resident coordinator effectively and efficiently leads and coordinates the strategic support of the United Nations country team for national plans and priorities	Target		93%						
		Estimate								
		Actual				92%				
	(iii) Percentage of resident coordinators who agree or strongly agree that the resident coordinator has sufficient access to the expertise available at the global and regional United Nations development system levels	Target		75%						
		Estimate								
		Actual				73%				
(b) Strengthened data systems, capacities and management for the 2030 Agenda for Sustainable Development	(i) Proportion of United Nations country teams that provide support to national statistical capacity	Target		98%						
		Estimate								
		Actual				98%				
	(ii) Percentage of programme country Governments that state that the United Nations works "more closely" together to support capacity-building on disaggregated data collection and analysis compared with four years ago	Target		68%						
		Estimate								
		Actual				66%		67%		
(c) Improved United Nations Development Assistance Framework planning and implementation for development results	(i) Percentage of Governments that consider the activities of the United Nations to be closely or very closely aligned with the country's development needs and priorities	Target		90%						
		Estimate								
		Actual				84%		86%		83%

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*			
			2018–2019	*2016–2017*	*2014–2015*	*2012–2013*
	(ii) Percentage of programme country Governments that agree or strongly agree that there is an improved focus on common results among United Nations development system entities at the country level	Target	90%			
		Estimate				
		Actual		85%		
	(iii) Number of United Nations country teams with joint workplans	Target	50			
		Estimate				
		Actual				
4. Partnerships and finance for development results						
(a) Enhanced and expanded partnerships with key stakeholders	(i) Development and endorsement of system-wide partnership policy for use by resident coordinators	Target	Yes			
		Estimate				
		Actual				
	(ii) Percentage of Governments agreeing that to a large or moderate extent the United Nations plays a catalytic role in facilitating partnerships	Target	78%			
		Estimate				
		Actual		76%		
	(iii) Proportion of United Nations country teams that facilitate South-South cooperation	Target	80%			
		Estimate				
		Actual		75%		
(b) Adequate funding and financing for development efforts, including through expanded pooled funds and innovative financing mechanisms	(i) Funding contributed to the Joint Fund for the 2030 Agenda for Sustainable Development ($ million)	Target	290			
		Estimate				
		Actual		13		
	(ii) Percentage of overall United Nations development resources channelled to inter-agency pooled funds	Target	12%			
		Estimate				
		Actual		8%		
	(iii) Proportion of United Nations country teams supporting programme countries with the development of financing coalitions to close the Sustainable Development Goal financing gap	Target	20%			
		Estimate				
		Actual		4%		
5. Communication for development results						
(a) Improved public availability and awareness of United Nations development efforts and activities in support of the 2030 Agenda for Sustainable Development	(i) Proportion of United Nations country teams implementing a joint communication *and advocacy* strategy (in line with United Nations Sustainable Development Group "Communicating as one" policies and guidance)	Target	90%			
		Estimate				
		Actual		85%		
	(ii) Publication of United Nations Sustainable Development Group annual results	Target	100%			
		Estimate				
		Actual		100%		

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*					
			2018–2019	*2016–2017*	*2014–2015*	*2012–2013*		
	(iii) Number of United Nations country teams reporting programmatic and financial alignment against the Sustainable Development Goals through UN INFO	Target	50					
		Estimate						
		Actual		27				
6. Business operations for development								
(a) Effective and efficient business operations, provided through consolidated back offices and common premises where possible	(i) Number/proportion of United Nations country teams supported by an integrated service centre	Target	3					
		Estimate						
		Actual		3	2	1		
	(ii) Percentage of United Nations premises that are defined as common premises	Target	20%					
		Estimate						
		Actual		16%				
	(iii) Number/proportion of United Nations country teams that have a fully endorsed business operations strategy	Target	66					
		Estimate						
		Actual		35/130	18/131	12/131		

External factors

41. The objective and expected accomplishments are expected to be achieved on the assumption that: (a) United Nations development system entities fully engage in the work programme of the United Nations Sustainable Development Group; (b) they fully support the United Nations resident coordinator system in the functions it performs at the global, regional and country levels; (c) they implement the measures proposed by the Secretary-General and endorsed by Member States to optimize functions and enhance collaboration at the global, regional and national levels; (d) they fully participate in the work programme of United Nations country teams in support of national sustainable development priorities, as reflected in their respective United Nations Development Assistance Framework; (e) they fully support the United Nations resident coordinator in leading the implementation of the United Nations Development Assistance Framework; (f) they fully engage with national Governments in the support they provide to the implementation of the 2030 Agenda for Sustainable Development; (g) Member States remain committed to providing adequate resources to the resident coordinator system; and (h) the engagement of Member States with United Nations development system entities, at the global, regional and country levels, reinforces United Nations coherence, discipline and joint activities.

Outputs

42. The outputs to be delivered during the biennium 2018–2019 are reflected in table 12.

Table 12
Categories of outputs and final outputs

Global coordination

Outputs	*Quantity*
Other substantive activities	
Organization of United Nations Sustainable Development Group and/or inter-agency meetings and activities and contribution to joint outputs	
1. Meetings of the United Nations Sustainable Development Group strategic results group on integrated Sustainable Development Goals implementation	4
2. Meetings of the United Nations Sustainable Development Group strategic results group on strategic funding and financing	4
3. Meetings of the United Nations Sustainable Development Group strategic results group on business innovations	4
4. Meetings of the United Nations Sustainable Development Group strategic results group on strategic partnerships for the Sustainable Development Goals	4
Technical material for outside users	
5. Technical guidance notes and policy papers for United Nations country teams	8
Group training	
6. Training and advisory webinars with country offices	20
7. Regional United Nations Development Assistance Framework roll-out workshops	6
Human resources management	
Recruitment, placement and career development	
8. Meetings of the Inter-Agency Advisory Panel for resident coordinator selection	4
9. Integrated Resident Coordinator Assessment Centre sessions	1
10. Resident coordinator induction workshop	1
Recurrent publications	
11. United Nations Sustainable Development Group annual results report	1

Regional coordination

Outputs	*Quantity*
Other substantive activities	
Organization of CEB and/or inter-agency meetings and activities and contribution to joint outputs	
1. Regional United Nations Sustainable Development Group meetings organized and serviced	12
2. Regional performance appraisal meetings undertaken	6
3. Regional operations management team meetings organized	6
Group training	
4. United Nations country team planning exercises supported and facilitated	30
5. Regional United Nations Development Assistance Framework roll-out workshops	6
6. Training and advisory webinars with field offices	12
7. Support to business operations strategy developments and operations management teams	12
Technical material for outside users	
8. Technical guidance notes and policy papers for field offices on regional issues	6
9. United Nations Development Assistance Frameworks peer reviewed by regional peer support groups	30
10. Advocacy, communications and position papers on regional issues	6

Country coordination

Outputs	*Quantity*
Substantive servicing of meetings	
1. Joint national/United Nations Steering Committee meetings	80
2. Co-Chairing aid effectiveness/development partner coordination mechanisms	75
Advisory services at the request of Governments	
3. Guidance, templates and training for the production of country-led reports on the Sustainable Development Goals	35
4. Guidance, templates and training for voluntary national reviews on the Sustainable Development Goals	30
5. Sustainable Development Goals financing coalitions or strategies	25
6. Guidance, templates and training for Governments in mainstreaming human rights in national development policies and programmes	20
7. Guidance, templates and training by United Nations country team to support follow-up by host Government of universal periodic review recommendations	60
8. Guidance, templates and training for national aid information management systems	54
Other substantive activities: joint products	
9. United Nations Development Assistance Frameworks	30
10. 2030 Agenda policy papers	15
11. United Nations Development Assistance Framework road maps	25
12. United Nations country team reports to the universal periodic review	50
13. Joint resource mobilization strategies	10
14. Conflict and development analyses	7
15. Joint advocacy strategies	20
16. Facilitation of United Nations Development Assistance Framework evaluations	60
17. United Nations country team United Nations Development Assistance Framework UN INFO platform	5
18. Joint risk assessments	15
19. Joint business operations strategies	10

43. Given that the new resident coordinator system will be operationalized in 2019, the initial framework of expected results will be further developed as data across entities are harmonized and based on lessons learned from the implementation of this historic reform.

44. The distribution of resources for the programme of work is reflected in tables 13 and 14.

Table 13
Resource requirements: programme of work

Category	*2019 resources*	*Posts*
Global coordination	14 352.7	43
Regional coordination	6 659.4	28
Country coordination	246 298.7	1 046
Total (net of staff assessment)	**267 310.8**	**1 117**

Table 14
Requirements by object of expenditure: programme of work
(Thousands of United States dollars)

	2019 estimates
Posts	155 202.7
Other staff costs	2 490.4
Consultants	23 349.7
Travel of staff	13 889.5
Contractual services	35 924.5
General operating expenses	28 648.4
Hospitality	1 340.0
Supplies and materials	1 899.4
Furniture and equipment	4 566.2
Total	**267 310.8**

Global coordination

45. The distribution of resources for global coordination is reflected in tables 15 to 17.

Table 15
Resource requirements: global coordination

Category	*2019 resources*	*Posts*
Post	9 758.9	43
Non-post	4 593.8	–
Total (net of staff assessment)	**14 352.7**	**43**

Table 16
Requirements by object of expenditure: global coordination
(Thousands of United States dollars)

	2019 estimate
Posts	9 758.9
Other staff costs	703.6
Consultants	1 110.1
Travel of staff	478.5
Contractual services	1 219.2
General operating expenses	904.8
Supplies and materials	55.4
Furniture and equipment	122.2
Total	**14 352.7**

Table 17
Post requirements: global coordination

	Professional and higher categories									*General Service and related categories*		*National staff*		
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Principal level*	*Other level*	*National Professional Officer*	*Local level*	***Total***
Global coordination	–	–	–	2	8	19	11	–	**40**	–	3	–	–	**43**

Posts

46. The amount of $9,758,900 will provide for 43 posts (2 D-1, 8 P-5, 19 P-4, 11 P-3 and 3 General Service (Other level)) for global coordination to support the implementation of the mandate under the programme. Global coordination will be comprised of four divisions as follows:

Policy and Programming Branch

47. The Policy and Programming Branch will be comprised of 22 posts (1 D-1, 5 P-5, 12 P-4, 3 P-3 and 1 General Service (Other level)) with the functions and responsibilities described in paragraphs 48 to 52 below.

48. A Chief of Branch, Policy and Programming (1 D-1), will supervise the work of the Branch and provide overall leadership and guidance to ensure a coherent and integrated support package for resident coordinators, resident coordinator offices and the United Nations country teams on norm-based sustainable development policy development and implementation.

49. The five P-5 posts are as follows:

(a) A Chief of Section/Policy and Innovation (1 P-5) will provide strategic advisory support to the senior management on policy in addition to leading the work of the Development Operations Coordination Office on sustainable development innovation while driving innovation and change in the operational work of the United Nations development system in support of the implementation of the 2030 Agenda for Sustainable Development;

(b) A Chief of Section, Partnerships (1 P-5), will lead the work of the Partnerships Section, driving the strategic thinking of the Development Operations Coordination Office on sustainable development partnerships for the 2030 Agenda for Sustainable Development. Among the main responsibilities is to ensure the implementation of gender mainstreaming guidelines, as well as manage strategic partnerships with external actors in the private sector, academia, philanthropic foundations, policy think tanks, research institutes and United Nations entities in support of the work of resident coordinators and United Nations country teams;

(c) A Chief of Section, Strategic Finance (1 P-5), will lead the work of the Development Operations Coordination Office on strategic finance support to resident coordinators and United Nations country teams and will provide overall strategic guidance to the secretariat of the Joint Fund for the 2030 Agenda, ensuring active collaboration and support of Development Operations Coordination Office teams to the work of the Joint Fund;

(d) A Senior Programme Officer, Inter-Agency Programme Facilitation (1 P-5), will support resident coordinators and United Nations country teams on matters relating to system-wide and inter-agency programming, including United Nations Development Assistance Frameworks and their alignment with integrated

strategic frameworks, humanitarian response plans and other system-wide planning and programme frameworks;

(e) A Senior Programme Officer, Innovations (1 P-5), will provide strategic advisory support to the Development Operations Coordination Office senior management on policy development and implementation work for the sustainable development innovations based on new technologies and methods.

50. The twelve P-4 posts are as follows:

(a) A Sustainable Development Officer, United Nations Development Assistance Framework/Common Country Assessment (1 P-4), will provide technical advisory support and guidance on system-wide programming and United Nations Development Assistance Frameworks/common country assessments to resident coordinators and United Nations country teams;

(b) A Sustainable Development Officer, Innovative Finance (1 P-4), will monitor and produce timely and quality analytical inputs and policy research products on innovative finance and finance for development for resident coordinators and United Nations country teams, in addition to organizing and providing support to resident coordinators and United Nations country teams in those two areas;

(c) A Sustainable Development Officer, Development Coordination Officer and Humanitarian Issues (1 P-4), will provide strategic support for policy development on the humanitarian and development nexus and provide guidance to resident coordinators and United Nations country teams on lessons learned and good practices. The Sustainable Development Officer will also promote opportunities for the reinvigorated United Nations Development Assistance Frameworks and joint programmes to include, where appropriate, humanitarian elements, especially in protracted crises and transboundary initiatives;

(d) A Human Rights Officer, Human Rights and Normative Agenda (1 P-4), will prepare timely and quality analytical inputs and facilitate system-wide integrated policy support to resident coordinators and United Nations country teams on human rights and the normative agenda, with a view to ensuring implementation of the Sustainable Development Goals in a way that leaves no one behind, while providing strategic and technical advice and ensuring an effective policy-practice feedback;

(e) A Sustainable Development Officer, Knowledge Management (1 P-4), will manage, maintain and enhance knowledge-sharing platforms for the resident coordinator system and the United Nations Sustainable Development Group in an effort to expand capacities and expertise and encourage knowledge-sharing on best practices in sustainable development across the system;

(f) A Sustainable Development Officer, Resource Mobilization (1 P-4), will analyse funding trends and resource mobilization efforts for the United Nations Sustainable Development Group and will forge and maintain partnerships with current and prospective donors to the resident coordinator system, including non-traditional donors;

(g) A Sustainable Development Officer, Development Coordination — International Financial Institutions (1 P-4), will analyse trends in official development assistance and monitor developments with respect to United Nations partnerships with international financial institutions in support of the implementation of the 2030 Agenda for Sustainable Development;

(h) A Sustainable Development Officer, Innovations (1 P-4), will collaborate on knowledge products in support of the development and implementation of collective intelligence, with special emphasis on ideas and experiences at the regional and country levels. The Sustainable Development Officer will also introduce and test

innovative products and processes and deliver learning opportunities to the Development Operations Coordination Office;

(i) A Sustainable Development Officer, Private Sector (1 P-4), will undertake analysis on private sector engagement in sustainable development and contribution to the implementation of the 2030 Agenda for Sustainable Development. Another main responsibility is to forge and maintain partnerships with private sector actors and United Nations platforms for the private sector engagement in sustainable development that contributes to the work of the resident coordinator system;

(j) A Sustainable Development Officer, Development Coordination — Post-Conflict (1 P-4), will provide policy, technical and operational advice, as well as support to advance sustainable development in crisis and post-crisis contexts and ensure linkages with humanitarian and peacebuilding policy, planning and programming. Another main responsibility is to forge and maintain strong cross-pillar partnerships with other parties within or outside the United Nations system with a view to ensuring integrated cross-pillar support to resident coordinators, resident coordinator offices and United Nations country teams;

(k) A Sustainable Development Officer, Development Coordination — Transitions (1 P-4), will facilitate strategic and proactive engagement by United Nations country teams in transition planning processes and contribute to the development of joint United Nations transition planning methodologies. The Sustainable Development Officer will participate in the working group on transitions and support joint United Nations lessons learned activities associated with the mission transition process;

(l) A Human Rights Officer, Gender (1 P-4), will undertake analysis of United Nations development system support to gender equality and the empowerment of women at the country level and its impact on the implementation of the 2030 Agenda for Sustainable Development. The Human Rights Officer will also provide technical assistance in the implementation of departmental guidance on gender mainstreaming in all aspects of resident coordinator support processes and provide backstopping to United Nations country teams on the interpretation of policies and guidance on the implementation of United Nations global frameworks and tools.

51. The three P-3 posts are as follows:

(a) A Programme Officer, UN INFO (1 P-3), will support the full and effective roll-out of UN INFO in close collaboration with United Nations country teams. UN INFO is an online tool for planning, reporting and monitoring United Nations Development Assistance Framework and business operations strategy plans that will facilitate the coordination of plans along with intuitive data visualization from programmes and business operations. The Programme Officer will also manage the system development requirements and the work of external users of UN INFO;

(b) A Programme Officer, Inter-Agency Programme Implementation and Facilitation (1 P-3), will provide substantive support to resident coordinator offices and United Nations country teams to identify and foster inter-agency joint programme activities across various mandates or thematic pillars. The Programme Officer will research, analyse and present information gathered from diverse sources to enable the identification of opportunities for cross-sectional joint programming areas, such as gender and youth;

(c) A Programme Officer, United Nations Development Assistance Framework Data Analytics (1 P-3), will develop, update and maintain databases and the United Nations Sustainable Development Group website section. In addition, the Programme Officer will produce regular analytical inputs on trends and issues emerging from research and analysis work.

52. A Programme Assistant (1 General Service (Other level)) will liaise with senior officials internally and externally and serve as the focal point on managing the administration and logistics of all major policy and programming events and workshops.

Country Business Strategies Section

53. The Country Business Strategies Section will be comprised of five posts (1 P-5, 2 P-4 and 2 P-3) with the functions and responsibilities described in paragraphs 54 to 56 below.

54. The Chief of Section, Country Business Strategies (1 P-5), will lead, supervise and ensure the provision of daily business services in support to the Development Operations Coordination Office, regional desks and resident coordinator offices, including work planning, administration and budgeting activities. The Chief of Section will provide strategic advice to Development Operations Coordination Office senior management on country business strategies and support to the United Nations country teams through webinars and training on the implementation of business operations strategies to ensure coordination, alignment and full compliance with United Nations Sustainable Development Group guidelines at the field level.

55. The two P-4 posts are as follows:

(a) A Programme Officer, Business Operations Strategy (1 P-4), will support United Nations country teams and Development Operations Coordination Office regional desks in operationalizing business operations strategies, quantification of client satisfaction levels and optimization of presence through common premises;

(b) A Programme Officer, Common Premises Policy (1 P-4), will manage common premises inter-agency policy and ensure implementation and compliance with United Nations Sustainable Development Group guidelines. The Programme Officer will lead strategic policy engagement with the Group on common premises and related issues.

56. The two P-3 posts are as follows:

(a) A Programme Officer, Common Premises Policy (1 P-3), will provide advice and input on common premises inter-agency policy and ensure implementation and compliance through the monitoring of activities and the preparation of reports on progress in common services;

(b) A Programme Officer, Business Innovations (1 P-3), will provide technical secretariat support to the United Nations Sustainable Development Group and the business innovations strategic results group, as well as enhance coordination and knowledge-sharing on business innovations across United Nations Sustainable Development Group task teams.

Communications and Results Reporting Section

57. The Communications and Results Reporting Section will be comprised of eight posts (1 P-5, 3 P-4, 3 P-3 and 1 General Service (Other level)) with the functions and responsibilities described in paragraphs 58 to 61 below.

58. The Chief of Section, Communications and Results Reporting (1 P-5), will lead the Section and guide its work planning and budgeting activities. The Chief will also direct and guide the Section's performance to increase public knowledge of United Nations development system results though communications mediums, engagement and outreach, as well as head the design and delivery of a common communication strategy.

59. The three P-4 posts are as follows:

(a) A Programme Officer, Results Reporting (1 P-4), will manage the production, development, writing and conceptualization of all Development Operations Coordination Office results reporting to the United Nations Sustainable Development Group and the public. The Programme Officer will define and implement a digital content strategy and approach for United Nations development system communication priorities and programmatic content across digital platforms and advise on the latest trends and best practices and benchmarks;

(b) A Programme Officer, Digitization (1 P-4), will oversee the standardization of application programme interfaces by United Nations Sustainable Development Group members and United Nations country teams to advance data interoperability for communications and open data. The Programme Officer will also develop and roll out joint United Nations communication tools at the country level to increase the use of real-time public engagement;

(c) A Programme Officer, Content Management Officer Branding and Products Development (1 P-4), will manage protocols for editorial reviews and clearance functions for global United Nations Sustainable Development Group and Development Operations Coordination Office communications, reporting, and publications, while ensuring quality, clarity and consistency across United Nations Sustainable Development Group communication products.

60. The three P-3 posts are as follows:

(a) A Programme Officer, Website and Social Media (1 P-3), will conceptualize and oversee web design for the United Nations Sustainable Development Group sites to aggregate digital communication investments across the United Nations system, as well as facilitate technical and advisory support for United Nations country team websites and integration of open data (UN INFO) and data portals into United Nations country team websites;

(b) An Information Management Officer, Reporting and Data — Data Visualization Platform (1 P-3), will provide advisory services on documentation practices, including needs and business process analysis, organization and maintenance of United Nations information assets, records preservation and disposition and information management policies and procedures, with emphasis on technological applications;

(c) A Programme Officer, Public Information and Transparency (1 P-3), will manage the development, upgrades and maintenance of the United Nations Sustainable Development Group open data platforms, as well as develop, support and advise on solutions for United Nations country teams and United Nations Sustainable Development Group member agencies on issues relating to the transparency of United Nations Sustainable Development Group data.

61. A Public Information Assistant, Media and Communication (1 General Service (Other level)), will provide specialized assistance in the production, delivery and servicing of information communication products and infographics.

Resident Coordinator System Leadership Branch

62. The Resident Coordinator System Leadership Branch will be comprised of eight posts (1 D-1, 1 P-5, 2 P-4, 3 P-3 and 1 General Service (Other level)) with the functions and responsibilities described in paragraphs 63 to 67 below.

63. The Chief of Branch, Resident Coordinator Leadership (1 D-1), will provide strategic leadership development advisory support to the United Nations Sustainable Development Group and United Nations agencies on resident coordinator system

leadership matters, in addition to leading the work programme of the Branch and its budgetary activities, including building partnerships, mobilizing resources and managing donor relations. The Chief will report to intergovernmental bodies on budget/programme performance or on programmatic/substantive issues in regard to resident coordinator and United Nations country team leadership programmes and activities.

64. A Senior Programme Officer, Resident Coordinator Leadership Solutions (1 P-5), will manage the resident coordinator leadership solutions team and provide strategic guidance to achieve leadership development outcomes of the United Nations Sustainable Development Group. The role also focuses on establishing and nurturing strategic partnerships with internal and external networks to strengthen the learning and capabilities of resident coordinators and United Nations country teams.

65. The two P-4 posts are as follows:

(a) A Programme Officer, Resident Coordinator Succession Management Policy (1 P-4), will develop, design, plan and implement new policies, practices and procedures related to the new Integrated Resident Coordinator Assessment Centre, as well as coordinate and provide operational secretariat support to the Inter-Agency Advisory Panel process. The Programme Officer will oversee resident coordinator pools, resident coordinator data trends and analysis to ensure efficient and effective succession planning and management for the resident coordinator system;

(b) A Programme Officer, Performance Management Systems (1 P-4), will provide policy guidance for the assessment of results and competencies platform for the mutual accountability of resident coordinators and United Nations country teams and further develop the policy as required.

66. The three P-3 posts are as follows:

(a) A Programme Officer, Resident Coordinator Leadership Learning and Partnership (1 P-3), will manage the resident coordinator and United Nations country team leadership learning and development portfolio with a focus on Leadership Exchange Series (LEADX) events and will provide substantive inputs to the development of policy papers on resident coordinator system leadership;

(b) A Programme Officer, Resident Coordinator Selection (1 P-3), will contribute to policy development and the development of standard operating procedures for resident coordinator assessment and selection. The Programme Officer will coordinate the inter-agency voting process and provide technical support to the preparations for the Inter-Agency Advisory Panel;

(c) A Programme Officer, Leadership Systems (1 P-3), will provide oversight and management of information systems and databases, including automated analytical reporting and data visualizations for the Inter-Agency Advisory Panel, resident coordinator pools, assessment of results and competencies and resident coordinator leadership databases and datasets. The Programme Officer will also design analytical data models for United Nations leadership analytics and produce reports to inform on policy analysis and recommendations.

67. The Programme Assistant (1 General Service (Other level)) will support the conduct of learning needs assessments, evaluation and surveys to improve approaches to resident coordinator and United Nations country team leadership development and provide recommendations on the future direction of these approaches. The Programme Assistant will support the preparation of resident coordinator and United Nations country team performance appraisal meetings and resident coordinator system leadership events.

Other staff costs

68. The amount of $703,600 provides for general temporary assistance, payroll management, learning costs and overtime required during peak workload periods.

Consultants

69. The amount of $1,110,100 provides for specialized expertise that is neither available in the Secretariat nor considered cost-effective, to build the related in-house capacity. It is proposed to hire two consultants to conduct the following:

(a) An Oracle adviser for 12 months to ensure a full roll-out of the resident coordinator performance assessment system and support a smooth technical upgrade in response to feedback received from the Office of Information and Communications Technology after the roll-out;

(b) Graphic design services for 12 months for the relaunching of the branding and the standardization of website development, content and design of the resident coordinator system at the global, regional and country levels.

Travel of staff

70. The amount of $478,500 provides for the following:

(a) Three travels by the Chief of the Resident Coordinator System Leadership Branch to participate and assist Development Operations Coordination Office regional desks in annual performance assessments of United Nations resident coordinators;

(b) Two travels by the Human Resources Office to participate and assist regional desks in annual performance assessments of United Nations resident coordinators;

(c) One travel to Europe by the Chief of the Policy and Programming Branch to participate in the fall session of the CEB High-Level Committee on Programmes;

(d) One travel to Europe by the Chief of the Country Business Strategies Section to participate in the spring session of the CEB High-Level Committee on Management;

(e) Five travels to regional desks by the Chief of the Policy and Innovations Section to participate in annual United Nations Development Assistance Framework roll-out workshops in those regions and provide for interregional exchange of resident coordinator offices and training of regional coordination officers on new systems and guidance on integrated programming developed by the United Nations Sustainable Development Group;

(f) Five travels to regional desks by the Sustainable Development Officer to participate in annual United Nations Development Assistance Framework roll-out workshops in those regions and provide for interregional exchange among resident coordinator offices and training of regional coordination officers on new systems and guidance on integrated programming developed by the United Nations Sustainable Development Group;

(g) One travel to regional desks by the Chief of the Communications and Results Reporting Section to accompany the members of senior management;

(h) Five travels to regional desks by the Public Information Officer (Results Reporting) to participate in United Nations Sustainable Development Group results reporting workshops;

(i) Five travels to regional desks by the Sustainable Development Officer (Knowledge Management) to participate in United Nations Sustainable Development Group knowledge management workshops;

(j) Five travels to regional desks by the Sustainable Development Officer (Innovative Finance) to participate in and facilitate United Nations Sustainable Development Group innovative finance for the Sustainable Development Goals workshops in the region;

(k) Five travels to regional desks by the Sustainable Development Officer, Development Coordination Officer and Humanitarian Issues to participate in and facilitate United Nations Sustainable Development Group nexus and integrated planning workshops in the region;

(l) Five travels to regional desks by the Sustainable Development Officer (Private Sector) to participate in and facilitate United Nations Sustainable Development Group private sector engagement and partnership workshops in the region;

(m) Five travels to regional desks by the Chief of the Strategic Finance Section to participate in and facilitate United Nations Sustainable Development Group strategic finance workshops in the region;

(n) One travel by the Chief of the Partnerships Section and the Sustainable Development Officer, Development Coordination Officer and Humanitarian Issues for three days to Montreux, Switzerland, to participate in the annual Deputy Special Representative of the Secretary-General retreat;

(o) Five travels to regional desks by the Chief of the Country Business Strategies Section to participate in annual business operations strategy regional roll-out workshops in those regions;

(p) Five travels to regional desks by the Programme Officer (Common Premises Policy) to participate in annual business operations strategy regional roll-out workshops in those regions;

(q) Three travels to regional desks by the Chief of the Policy and Programming Branch for three working days each to provide guidance to ensure a coherent and integrated support package to resident coordinators, resident coordinator offices and United Nations country teams on sustainable development policy and implementation and participate in regional United Nations Sustainable Development Group meetings;

(r) Three travels to regional desks by the Chief of the Policy and Innovations Section for three working days each to provide guidance to ensure a coherent and integrated support package to resident coordinators, resident coordinator offices and United Nations country teams on sustainable development policy and implementation and participate in regional United Nations Sustainable Development Group meetings;

(s) Fifteen travels for the participation of 15 United Nations resident coordinators in the annual induction training workshop organized in New York for incoming United Nations resident coordinators;

(t) Five travels to regional desks, for three working days each, by one member of the Resident Coordinator System Leadership Branch team to accompany the Assistant Secretary-General of the Development Operations Coordination Branch in briefings and consultations and to participate in the performance assessment of resident coordinators and United Nations country teams.

Contractual services

71. The amount of $1,219,200 provides for the contractual costs of:

(a) Data visualization platform services for a 12-month period for open data solution and data-driven innovation programmes in the resident coordinator system;

(b) Maintenance, technical support and systems development external contractual services for the United Nations Sustainable Development Group information management system;

(c) Maintenance, technical support and systems development external contractual services for the United Nations Sustainable Development Group assessment of results and competencies performance appraisal tool for United Nations resident coordinators and United Nations country teams;

(d) Maintenance, technical support and systems development external contractual services for the United Nations Sustainable Development Group UN INFO United Nations Development Assistance Framework online platform;

(e) Maintenance, technical support and systems development external contractual services for the United Nations Sustainable Development Group resident coordinator database;

(f) Maintenance, technical support and systems development external contractual services for the United Nations Sustainable Development Group website;

(g) Fee payment for the services of the Integrated Resident Coordinator Assessment Centre;

(h) Training fees for the resident coordinator annual induction workshop in New York for incoming resident coordinators.

General operating expenses

72. The amount of $904,800 provides for the following:

(a) Rental of premises for five United Nations Development Assistance Framework roll-out workshops, one at each regional desk location, with the participation of United Nations country team members and resident coordinator office staff of countries rolling out their Framework in 2019 and the support of United Nations Development Assistance Framework programme management officers from regional desks and Development Operations Coordination Office headquarters;

(b) Rental of premises for five business operations strategy roll-out workshops, one at each regional desk location, with the participation of United Nations country team members and resident coordinator office staff of countries rolling out their new business operations strategies and the support of business innovations programme management officers from regional desks and Development Operations Coordination Office headquarters;

(c) Rental of premises for the resident coordinator annual induction workshop in New York for new and assigned resident coordinators;

(d) Communication costs (cell phone, landline), utilities, courier charges, printing and other sundry items.

Supplies and materials

73. The amount of $55,400 provides for expendable office supplies and materials, including paper, stationery and data-processing and word-processing supplies.

Furniture and equipment

74. The amount of $122,200 provides for the replacement of furniture, office automation and other equipment.

Regional coordination

75. The distribution of resources for regional coordination is reflected in tables 18 to 20.

Table 18
Resource requirements: regional coordination

(Thousands of United States dollars)

Category	*2019 resources*	*Posts*
Regular budget		
Post	5 749.4	28
Non-post	910.0	–
Total (net of staff assessment)	**6 659.4**	**28**

Table 19
Requirements by object of expenditure: regional coordination

(Thousands of United States dollars)

	2019 estimate
Posts	5 749.4
Other staff costs	86.8
Consultants	139.6
Travel of staff	511.0
General operating expenses	135.6
Hospitality	30.0
Supplies and materials	4.0
Furniture and equipment	3.0
Total	**6 659.4**

Table 20
Post requirements: regional coordination

	Professional and higher categories									*General Service and related categories*		*National staff*		
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Principal level*	*Other level*	*National Professional Officer*	*Local level*	***Total***
Regional coordination	–	–	5	–	3	11	4	–	**22**	–	–	–	5	**28**

Posts

76. The amount of $5,749,400 would provide for the establishment of 28 posts (5 D-2, 3 P-5, 11 P-4, 4 P-3 and 5 Local level) to support the implementation of the programme. Regional coordination will be comprised of five regional offices staffed as follows: Africa (1 D-2, 1 P-5, 3 P-4, 1 P-3 and 1 Local level), Arab States (1 D-2, 2 P-4, 1 P-3 and 1 Local level), Europe and Central Asia (1 D-2, 2 P-4, 1 P-3 and

1 Local level), Asia and the Pacific (1 D-2, 1 P-5, 2 P-4, 1 P-3 and 1 Local level) and Latin America and the Caribbean (1 D-2, 1 P-5, 2 P-4 and 1 Local level). The regions will follow a similar structure, including posts with similar functions and responsibilities as described per post level in paragraphs 77 to 81 below.

77. A Regional Director (1 D-2) in each region will formulate and implement the substantive work programme and budget of the regional desk under the Regional Director's supervision. In addition to managing the day-to-day operations in the region, the role of the Regional Director is to strengthen collaboration and partnership with the regional economic commissions and ensure that United Nations Development Assistance Frameworks and joint programmes are supported by and linked to the work of relevant intergovernmental bodies and the networks in the region.

78. A Senior Programme Officer, Regional Coordination (1 P-5), in the three largest regions of coverage will coordinate regional efforts on policy/normative work and system coherence in the resident coordinator system and lead the organization of regional forums. The Senior Programme Officer will also oversee support to resident coordinators, United Nations country teams and resident coordinator offices in programming and country business strategies, as well as ensure support to the Regional Chair of the United Nations Sustainable Development Group and the Director of the Development Operations Coordination Office in conducting resident coordinator and United Nations country team performance appraisals.

79. The P-4 posts will have the following functions:

(a) A Sustainable Development Officer, United Nations Development Assistance Framework Programme and Partnership (2 P-4 for Africa, 1 P-4 for other regions), will support the resident coordinators and United Nations country team to ensure quality and timely integrated support to Member States in the implementation of the 2030 Agenda for Sustainable Development through the development of the Framework. The Officer will also facilitate relevant United Nations Development Assistance Framework formulation processes and other related country-level programming;

(b) A Regional Liaison and Sustainable Development Officer (5 P-4), for each United Nations Sustainable Development Group region, will be responsible for liaison in Headquarters with Development Operations Coordination Office regional desks through regional inter-agency coordination and networking and engagement in global policy discussions to ensure coverage of regional dimensions and will participate in forums at Headquarters and specific inter-agency or expert task forces or working groups relevant to the region.

80. A Programme Officer, Reporting, Monitoring and Business Operations Strategy Officer (1 P-3), in each region will support the identification, collection and monitoring of United Nations common data and indicators, guide resident coordinators and United Nations country teams in the use of the United Nations Sustainable Development Group information management system, provide capacity-building support to strengthen the monitoring and evaluation of development results and provide substantive support to the development of business operations strategies.

81. A Programme Assistant (1 Local level) will support the planning and implementation of activities for the Regional Director of the Development Operations Coordination Office. The Programme Assistant will assist in the overall functioning of the regional desk, including tracking of financial resources, progress on workplans, and operational support activities such as procurement, travel and leave management.

Other staff costs

82. The amount of $86,800 provides for general temporary assistance, payroll management, learning costs and overtime required during peak workload periods.

Consultants

83. The amount of $139,600 provides for analysis and support for the development of regional and subregional initiatives and programmes of the United Nations Sustainable Development Group.

Travel of staff

84. The amount of $511,000 provides for the following:

(a) One travel to New York by each of the five Regional Directors for three working days for consultations with the United Nations bodies and other counterparts that might be relevant for the mandate;

(b) Twenty-five travels within the region for each of the five Regional Directors and senior staff to participate in United Nations country team visits, provide troubleshooting support, oversee the implementation of United Nations Sustainable Development Group agreements and guidance and engage with national counterparts;

(c) Forty travels to countries within the regions by each of the five Programme Officers (Business Operations Strategies) to participate in business operations strategies strategic retreats in countries in their respective regions;

(d) Forty-nine travels to countries within the region by each of the five Sustainable Development Officers (United Nations Development Assistance Framework Programming and Partnership) to participate in United Nations country team strategic planning and consultation retreats in the 39 country that will be rolling out their new United Nations Development Assistance Framework in 2019).

General operating expenses

85. The amount of $135,600 provides for communication costs (cell phone, landline), utilities, courier charges, printing and other sundry items.

Hospitality

86. An amount of $30,000 is assigned for each of the five regional offices at $6,000 per office to cover the expenses of official receptions with country officials, Member States and United Nations agencies.

Supplies and materials

87. The amount of $4,000 provides for expendable office supplies and materials, including paper, stationery and data-processing and word-processing supplies.

Furniture and equipment

88. The amount of $3,000 provides for the replacement of furniture, office automation and other equipment.

Country coordination

89. The distribution of resources for country coordination is reflected in tables 21 to 23.

Table 21
Resource requirements: country coordination
(Thousands of United States dollars)

Category	*2019 resources*	*Posts*
Regular budget		
Post	139 694.4	1 046
Non-post	106 604.3	–
Total (net of staff assessment)	**246 298.7**	**1 046**

Table 22
Requirements by object of expenditure: country coordination
(Thousands of United States dollars)

	2019 estimate
Posts	139 694.4
Other staff costs	1 700.0
Consultants	22 100.0
Travel of staff	12 900.0
Contractual services	34 705.3
General operating expenses	27 608.0
Hospitality	1 310.0
Supplies and materials	1 840.0
Furniture and equipment	4 441.0
Total	**246 298.7**

Table 23
Post requirements

	Professional and higher categories									*General Service and related categories*		*National staff*		
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Principal level*	*Other level*	*National Professional Officer*	*Local level*	***Total***
Country coordination	–	12	36	81	131	65	–	–	**325**	–	–	459	262	**1 046**

Posts

90. The amount of $139,694,400 would provide for the establishment of 1,046 posts (12 Assistant Secretary-General, 36 D-2, 81 D-1, 131 P-5, 65 P-4, 459 National Professional Officer and 262 Local level) as shown in the table above to support the implementation of the programme. Country coordination will be comprised of 131 country offices and resident coordinators with the functions and responsibilities of the posts at each level described below.

91. The resident coordinator (1 Assistant Secretary-General or 1 D-2 or 1 D-1, depending on context complexity and United Nations country team size) will lead the coordination of operational activities for development of the United Nations and system-wide accountability on the ground in support of countries in their implementation of the 2030 Agenda for Sustainable Development. The resident

coordinator will lead the development, implementation, monitoring and reporting of the United Nations Development Assistance Framework, in full consultation and agreement with national Governments. The resident coordinator will ensure the alignment of agency programmes and inter-agency pooled funding for development with national development needs and priorities. The resident coordinator will ensure the engagement on and pursuance of the United Nations normative agenda, in accordance with the ratified global and regional treaties and conventions and in support of the national capacity development in both normative and operational areas, in accordance with respective mandates and on the basis of the Organization's comparative advantage, roles and responsibilities. As the designated officer, the resident coordinator will ensure effective coordination of country-level security and safety of all United Nations staff and dependants and will lead the inter-agency security management team. Resident coordinators will continue to be double-hatted as humanitarian coordinators and triple-hatted as Deputy Special Representatives of the Secretary-General, in relevant contexts.

92. A Senior Development Coordination Officer, Strategic Planning/Team Leader (1 P-5), will provide strategic advice to the resident coordinator and the United Nations country team to ensure effective, quality and timely United Nations support to the programme country in the implementation of the 2030 Agenda for Sustainable Development through a new generation common country analysis and United Nations Development Assistance Frameworks. The incumbent will develop and leverage partnerships to facilitate resource mobilization for the Framework and knowledge-sharing while positioning the United Nations as a key provider of integrated services and platform in support of the Sustainable Development Goals. The incumbent will also oversee the implementation of the business operations strategy and promote a culture of continuous improvement and client orientation in operational service delivery, while also managing the resident coordinator office to ensure coordination and adherence to organizational policies and procedures. Lastly, the incumbent will promote knowledge management and capacity development in and outside the United Nations system.

93. A Development Coordination Officer, Economist (1 P-4 or 1 National Professional Officer), will lead evidence-based Sustainable Development Goal analysis in support of a shared understanding by the United Nations country team of sustainable development trends, best practice, challenges and opportunities in programme countries. The Officer will provide quality and innovative policy advice services to the resident coordinator and United nations country team, national counterparts in government and other relevant partners. The Officer will also be responsible for providing advice to the United Nations country team in the development of new-generation Sustainable Development Goal programmes with a strong investment orientation and focus on economic-focused indicators and accelerated achievement of the Goals. The incumbent will establish, lead and contribute to economic thinking, financing for development, Sustainable Development Goal knowledge generation and management through communities of practice and knowledge networks.

94. A Development Coordination Officer, Programme Communication and Advocacy (1 National Professional Officer), will provide guidance and support to the resident coordinator and United Nations country team in designing, implementing and monitoring the United Nations joint advocacy and communication strategy, promoting the United Nations Development Assistance Framework as the most important instrument for planning and implementation of United Nations development activities in-country, in support of the implementation of the 2030 Agenda for Sustainable Development. The incumbent will expand public outreach around the role of the United Nations and the collective 2030 Agenda for Sustainable Development through

the engagement of key traditional and non-traditional partners. The incumbent will work closely with the media, manage digital external platforms including the United Nations social media presence, support the production of United Nations publications and provide advice on the use of the joint United Nations brand at the country level.

95. A Monitoring and Evaluation Officer, Data Management and Results Monitoring/Reporting (1 National Professional Officer), will monitor and report on United Nations country team results under the United Nations Development Assistance Framework and will serve as the key advocate for knowledge-sharing at the country and regional levels. The incumbent will provide support to the development and implementation of evaluation plans. The incumbent will also provide substantive support for the development and implementation of the data and research strategy of the United Nations country team in alignment with the common country assessment and the United Nations Development Assistance Framework through the application of empirical analysis, data mining and visualization to develop reports on a range of sustainable development topics. The incumbent will develop and expand strategic research and data partnerships, including with United Nations entities at the regional and headquarters levels, government counterparts, research institutes and civil society.

96. A Development Coordination Officer, Partnerships and Development Finance (1 National Professional Officer), will support the planning and coordination of United Nations partnerships through the development and implementation of the United Nations partnership strategy in alignment with, and in support of, the United Nations Development Assistance Framework, for locally tailored strategies and initiatives. The incumbent will also develop external relations to strengthen and influence the debate with partners to improve development assistance policies and practices. In alignment with the common country assessment/United Nations Development Assistance Framework and mainstreaming, acceleration and policy support strategy (MAPS), the incumbent will provide technical and advisory support on financing for development to the resident coordinator/United Nations country team, including the analysis of new and innovative financing mechanisms.

Other staff costs

97. The amount of $1,700,000 provides for:

(a) A recruitment campaign across UNDP country offices for potentially 900 personnel in the amount of $980,000, which necessitates dedicated stand-alone resources that are not captured through the ongoing administration of respective resident coordinator offices;

(b) Separation costs in the amount of $720,000 for staff in the resident coordinator offices that are unable to transition to the resident coordinator system.

Consultants

98. The amount of $22,100,000 provides for:

(a) In countries rolling out their new United Nations Development Assistance Frameworks, one facilitator to facilitate the United Nations Development Assistance Framework strategic prioritization workshop for the United Nations country team and external partners, including host Government counterparts and United Nations Development Assistance Framework partners;

(b) In countries rolling out their new United Nations Development Assistance Frameworks, one sustainable development analyst assisting with the development of the United Nations Development Assistance Framework common country assessment;

(c) In countries completing the United Nations Development Assistance Framework cycle, two evaluation advisers to undertake the evaluation of the United Nations Development Assistance Framework of the United Nations country teams;

(d) One facilitator to facilitate the annual United Nations country team planning workshop.

Travel of staff

99. The amount of $12,900,000 provides for $100,000 in travel resources for each resident coordinator office:

(a) One travel to New York by the United Nations resident coordinator to participate in meetings and briefings with the Development Operations Coordination Office, mechanisms of the United Nations Sustainable Development Group and New York-based United Nations development system entities;

(b) Two travels to the regional desk of the United Nations Sustainable Development Group by the United Nations resident coordinator to participate in inter-agency discussions and debriefing on regional issues, as well as engage with the regional economic commission;

(c) One travel to the regional countries or donor capitals by the United Nations resident coordinator to mobilize resources for the programme country national priorities;

(d) Ten travels within country to participate in national and subnational events and meetings:

(i) Four travels by the Strategic Planner/Team Leader or other resident coordinator office staff to participate in the regional United Nations Development Assistance Framework roll-out workshop, business operations strategy roll-out workshop or other regional meetings, including meetings of the regional economic commission;

(ii) Five travels by the Strategic Planner/Team Leader in the country office to participate in field monitoring visits to United Nations country team projects;

(iii) One travel by the Sustainable Development Coordination Officer to the regional desk location to participate in the regional United Nations Sustainable Development Group discussion on regional sustainable development issues;

(e) Ten travels by the Data and Results Officer, Communication Officer or other resident coordinator office national officers to participate in field visits to United Nations country team projects.

Contractual services

100. The amount of $34,705,300 provides for:

(a) Direct costs in the amount of $19,607,991 as part of the turnkey solution whereby UNDP is responsible for all direct administrative support, which includes human resources, budget and finance, procurement and general administration, defined as standard services. The diffused arrangements in 131 locations with relatively small resident coordinator office presence decrease the possibility for realizing efficiencies of scale. Ad hoc and non-standard services outside of the turnkey solution (for example, travel and other activities such as consultants, workshops) will be charged directly based on the regular universal price list maintained by UNDP;

(b) A 4 per cent fee in the amount of $3,715,534. UNDP uses a management services arrangement for the administration of the staffing component given that it is necessary to recognize the nature of this component; hence the costing is exceptionally at 4 per cent;

(c) An 8 per cent fee for total non-staff costs including travel and direct costs in the amount of $4,931,759 as endorsed by the UNDP Executive Board for recovery of non-core contributions. UNDP will provide a turnkey solution whereby UNDP is responsible for all direct administrative support, which includes human resources, budget and finance, procurement and general administration, defined as standard services. Ad hoc and non-standard services will be charged directly based on the locally maintained price list. The diffused arrangements in 131 locations with relatively small resident coordinator office presence decrease the possibility of realizing efficiencies of scale;

(d) Contractual services in the amount of $6,450,000 in support of coordination activities, to include the rental of venues and conference facilities for the convening of stakeholders to advance the 2030 Agenda for Sustainable Development in line with national needs and priorities.

General operating expenses

101. The amount of $27,608,000 provides for:

(a) Rental of premises in the amount of $10,370,000, which funds the actual costs of current UNDP country offices on a pro rata basis for eight staff members based on a square meter unit estimated charge for the standard space allocation to United Nations staff members. In addition, the estimate includes a standard charge per annum of $50,000 for those offices that are currently rent-free under the UNDP Standard Basic Assistance Agreement. As of 1 January 2019, the offices under the Agreement may be required to pay rent subject to any host country agreement negotiated between UNDP and the host Government;

(b) Premises alterations in the amount of $6,669,000, which constitutes an amount of $50,000 per annum per office for alterations to accommodate the additional personnel that will comprise the resident coordinator office;

(c) Operating expenses for utilities, contracted security, information and communications technology costs, and common services in the amount of $6,513,000 based on actual costs of current UNDP country offices on a pro rata basis for staff in the resident coordinator offices;

(d) Rental of vehicles, including fuel and maintenance costs, in the amount of $4,056,000, which is based on actual costs of current UNDP country offices on a pro rata basis for two vehicles per resident coordinator office. This provides a total of 262 vehicles at a cost of $1,300 per vehicle per calendar month for fuel and maintenance.

Hospitality

102. The amount of $1,310,000 provides for $10,000 per resident coordinator office in 131 countries, which will provide for the cost of official functions for meeting officials of host countries and Member States.

Supplies and materials

103. The amount of $1,840,000 provides for $146 per staff member per calendar month per office for general office supplies and materials.

Furniture and equipment

104. The amount of $4,441,000 provides for:

(a) A new laptop and cell phone for each staff member at $2,000 and $1,000 per unit, respectively, on the basis of actual inventory costs in the UNDP country offices;

(b) Furniture and equipment on the basis of actual inventory costs in UNDP country offices for seven persons (excluding the driver) and rental of furniture for each staff member at $150 per calendar month.

C. Programme support

Resource requirements: 11,573,300

105. Programme support to the resident coordinator system is provided by the resident coordinator system Business Management Branch in the Development Operations Coordination Office, with the overall objective of managing the operations of the resident coordinator system to ensure full accountability and oversight of the resident coordinator system. To this end, the Business Management Branch provides daily business services and administrative support to the Development Operations Coordination Office, at headquarters level, including on human resources, information technology, finance, travel and procurement, as well as systems platform management. It is responsible for the development, oversight and reporting for the Office's headquarters workplan and budget. The Branch manages the operational relationship with the service provider of the resident coordinator system. It advises and provides backstopping support on business services to the Development Operations Coordination Office regional desks and resident coordinator offices. It coordinates and oversees resident coordinator system results-based budgeting and regular reporting, including to the Fifth Committee. Lastly, it is responsible for financial management and financial reporting on all sources of funds for the resident coordinator system.

106. The distribution of resources for programme support is reflected in tables 24 to 26.

Table 24
Resource requirements: programme support

Category	*2019 resources*	*Posts*
Post	3 258.0	16
Non-post	8 315.3	–
Total (net of staff assessment)	**11 573.3**	**16**

Table 25
Summary of requirements by object of expenditure: programme support
(Thousands of United States dollars)

	2019 estimate
Posts	3 258.0
Other staff costs	255.9
Travel of staff	165.0
Contractual services	7 500.8
General operating expenses	329.0
Supplies and materials	20.1
Furniture and equipment	44.4
Total	**11 573.3**

Table 26
Post requirements

	Professional and higher categories									*General Service and related categories*		*National staff*		
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Principal level*	*Other level*	*National Professional Officer*	*Local level*	***Total***
Programme support	–	–	–	1	3	4	3	–	**11**	1	4	–	–	**16**

Posts

107. The amount of $3,258,000 would provide for the establishment of 16 posts (1 D-1, 3 P-5, 5 P-4, 2 P-3, 1 General Service (Principal level) and 4 General Service (Other level)). The Business Management Branch will be staffed by the following posts.

108. The Chief of Branch, System Business Management (1 D-1), will oversee the strategic managerial oversight of the Development Operations Coordination Office, including the monitoring and implementation of strategic plans, and ensure the set-up of required planning and reporting for the resident coordinator system. In addition to leading, supervising and carrying out the work of the Branch, the Chief will coordinate the support for the implementation of business operations strategies to help to optimize operational activities at the country level by eliminating duplication and by leveraging economies of scale and comparative advantages. The Chief will also represent the Office on operational matters at international, regional or national meetings.

109. The three P-5 posts are as follows:

(a) A Senior Human Resources Officer (1 P-5) will develop strategic human resources policy advice for the senior management of the Development Operations Coordination Office on the resident coordinator system and advise senior management on contractual issues for the resident coordinators, their offices and the Development Operations Coordination Office regional desks;

(b) A Chief of Section, Global Programme Finance (1 P-5), will oversee the development and compliance of finance and results-based management policies and strategies in accordance with General Assembly requirements to enable a system-wide approach and reporting for the entire resident coordinator system at all levels, headquarters, regions and countries. The Chief will produce a global framework to

integrate country- and regional-level results data for analysis, reporting and results-based budgeting;

(c) A Chief of Section, Global Resident Coordinator System Operations (1 P-5), will provide strategic advisory support to Development Operations Coordination Office senior management on the implementation of the resident coordinator system operations and deliver policy guidance to the Chief of Branch on the development and management of overall strategies and interdivisional/interdepartmental policies and procedures. The Chief will manage the support of operational services in the field as well as at Development Operations Coordination Office headquarters.

110. The five P-4 posts are as follows:

(a) A Programme Officer (1 P-4) will provide substantive support to the oversight of the United Nations Sustainable Development Group, including strategic planning, monitoring and reporting to the General Assembly. The Programme Officer will perform operational risk management analysis of financial allocations, develop reporting tools and deliver reports, ensuring the compatibility of the Group's information management system with the requirements of the resident coordinator system;

(b) A Finance and Budget Officer (1 P-4) will provide substantive support to the Chief, Global Programme Finance Section, in the management of all financial resources, including planning, monitoring and reporting. Responsibilities will include substantive support to the resident coordinator system budget management and ensuring effective and accurate financial resources planning, management, oversight and reporting;

(c) An Information Management Officer, Integrated Resident Coordinator Systems Information Platforms (1 P-4), will contribute to the formulation of overall policies, procedures, objectives and guidelines affecting the strategic development and management of Development Operations Coordination Office platforms in liaison with substantive managers to ensure the viability of development needs and the rationalization and the efficiency of the management of United Nations Sustainable Development Group platforms, databases and networks, delivery of reference services, archival description and systems management;

(d) A Programme Officer, Strategic Planning (1 P-4), will manage the integrated Development Operations Coordination Office workplanning process and support the Office's strategic planning, budget management and reporting, specifically the Branch's workplan and budget. The Programme Officer will provide strategic support in the development of the strategic planning process to be undertaken by the United Nations Sustainable Development Group to determine the strategic priorities and results framework for the resident coordinator system;

(e) An Administrative Officer, Global Resident Coordinator System Operations (1 P-4), will provide operational support to the resident coordinator system both in the field and at Headquarters. The Administrative Officer will contribute to the development of operational policies for the resident coordinator system and propose solutions for operational issues at the country and regional levels.

111. The two P-3 posts are as follows:

(a) A Procurement Officer (1 P-3) will plan, develop and manage all procurement and contractual aspects of projects of significant complexity related to worldwide procurement of diverse services and commodities. The Procurement Officer will advise the resident coordinator offices and United Nations country teams

on the proper adoption of procurement guidelines as specified in the United Nations Secretariat;

(b) A Finance and Budget Officer (1 P-3) will contribute to the design of headquarters finance business processes, provide strategic support to the resident coordinator offices and United Nations country teams on financial issues and clarify the content of internal standard operating procedures in the area of finance. The Finance and Budget Officer will also provide guidance to resident coordinator offices and United Nations country teams on the preparation of budgets, analysis and reporting on approval processes.

112. A Finance and Budget Assistant (1 General Service (Principal level)) will provide technical support for budget planning, administer the cost recovery system and monitor contributions, as well as assist managers in the explanation of resource requirements for budget submissions.

113. The four General Service (Other level) posts are as follows:

(a) An Information Systems Assistant (1 General Service (Other level)) will ensure compliance with corporate information systems management and technology standards, guidelines and procedures for the Development Operations Coordination Office technology environment. The Assistant will support help desk functions for United Nations Sustainable Development Group platforms and organize training sessions for the Development Operations Coordination Office staff on information systems issues;

(b) A Procurement Assistant (1 General Service (Other level)) will serve as a focal point for logistics and events in the Development Operations Coordination Office and support the Procurement Officer in the implementation of procurement strategies and actions;

(c) A Human Resources Assistant (1 General Service (Other level)) will manage the help desk function for inter-agency human resources issues by tracking, routing and monitoring queries within the Development Operations Coordination Office to ensure timely responses. The Assistant will support the Human Resources Officer in the recruitment process, including the preparation of job descriptions, job classification, vacancy announcements, the screening of candidates and the preparation of documentation for the review process;

(d) A Programme Assistant (1 General Service (Other level)) will provide administrative support to the Chief of Branch and draft communications relating to all aspects of programme/project operations, including workplan and budgets, revisions and other related issues.

Other staff costs

114. The amount of $255,900 provides for general temporary assistance, payroll management, learning costs and overtime required during peak workload periods.

Travel of staff

115. The amount of $165,000 provides for the following:

(a) Five travels to each of the five regional desks by the Chief of the resident coordinator system Business Management Branch and the Programme Officer for three working days to meet with Regional Directors and their teams to support them in business operations work through training, advice and guidance;

(b) Twenty-five travels to programme countries and regional desks to support business operations work through training, advice and guidance.

Contractual services

116. The reinvigoration of the resident coordinator system will result in an increase in client services managed by the United Nations Secretariat, which would require a wide range of services by offices at Headquarters, including the Department of Management (Office of Human Resources Management and Programme Planning and Budget Division), the Office of Central Support Services, the Office of Information and Communications Technology and the Office of Legal Affairs. The cost of the services is estimated at $7,500,800.

General operating expenses

117. The amount of $329,000 provides for communication costs (cell phone, landline), utilities, courier charges and printing.

Supplies and materials

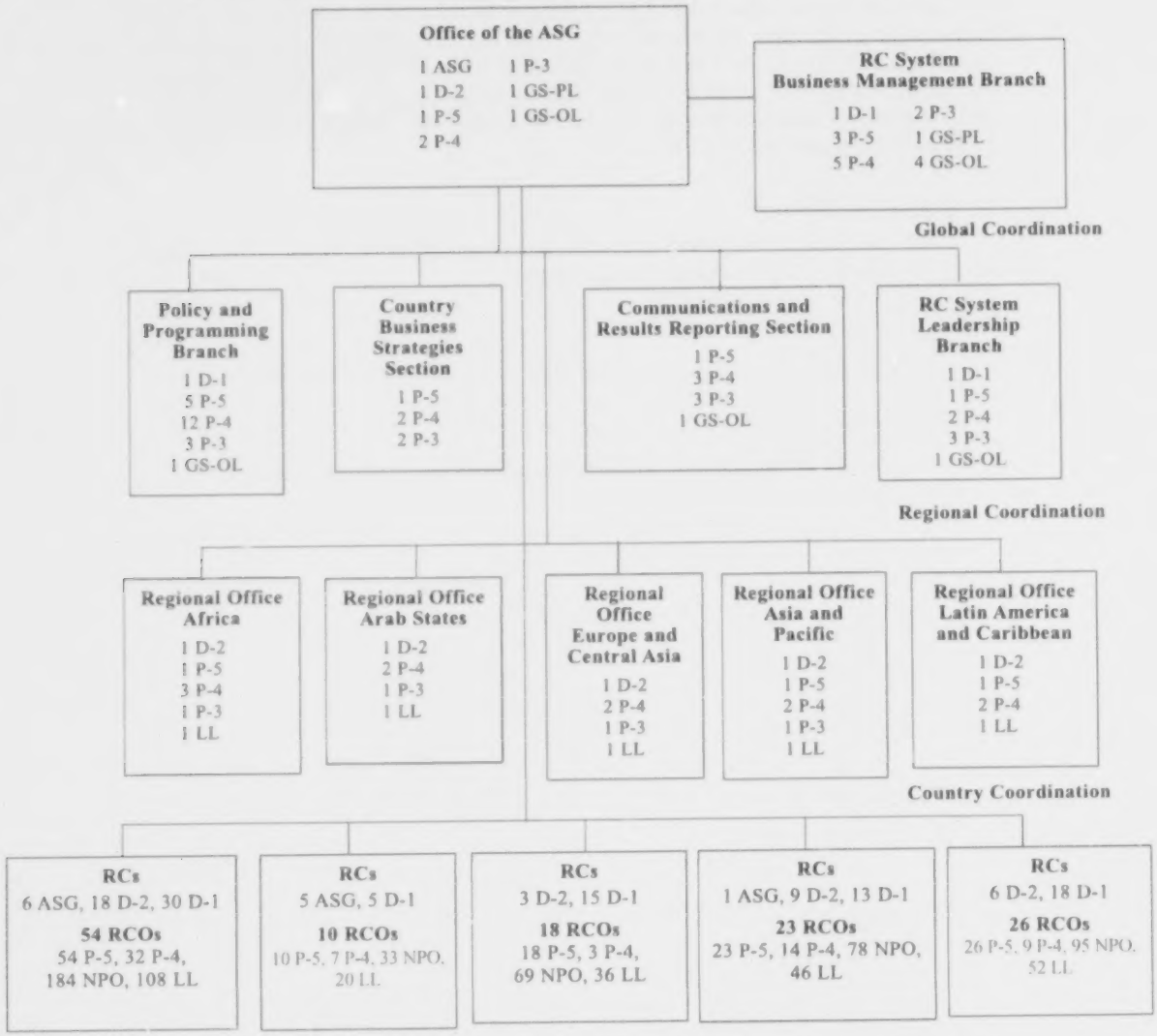
118. The amount of $20,100 provides for daily office supplies and materials.

Furniture and equipment

119. The amount of $44,400 provides for the replacement of office equipment.

Annex III

Organizational structure and post distribution for 2019*



* The chart reflects only posts to be funded through the special purpose trust fund during the 2018–2019 biennium.

Abbreviations: ASG, Assistant Secretary-General; GS-OL, General Service (Other level); GS-PL, General Service (Principal level); LL, Local level; NPO, National Professional Officer; RCs, Resident coordinators; RCOs, Resident coordinator offices.